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A Review of the District Volunteer Program based on the four functions of management and the maintenance-motivation theory of job satisfaction.

by
Charles M. Smay
District Ranger
Zigzag Ranger District
Mt. Hood National Forest
Pacific Northwest Region

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Charles W. Smay
District Ranger
Zigzag Ranger District
Mt. Hood National Forest
Rhododendron, OR 97049
(503) 622-3191

Title: A Review of the District Volunteer Program Based on the Four Functions of Management and the Maintenance-Motivation Theory of Job Satisfaction

Abstract: A District Volunteer Program developed in 1980 with 150 enrollees has grown to a program involving 690 volunteers in 1983. This study evaluates the development of the program based on the four management functions of planning, organizing, directing, and controlling at each of three levels of District involvement. The program is also reviewed from the Volunteer's perspective based on the existence of processes that support the maintenance-motivation theory of job satisfaction. Recommendations for program growth and improvement are provided.

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CHAPTER I

INTRODUCTION

The goal of this report is to review the Zigzag Ranger District volunteer program based on the management functions of planning, organizing, directing and controlling to see how well these functions are being met. The program will also be reviewed from the volunteer's standpoint utilizing the motivation-maintenance theory of job satisfaction. Proposed actions to improve or strengthen the District or Forest Volunteer Program will be recommended when appropriate.

In 1980 the Zigzag Ranger District started a modest volunteer program that has grown steadily through 1983. During 1983 a total of 690 individuals volunteered to take part in various projects. This group represented 51 percent of the Forest's total individual volunteers. The Mt. Hood National Forest was ranked second in Pacific Northwest Region in total person years worked. The Zigzag Ranger District program contributed 24 percent of this total. Initially the volunteer work force was utilized on unfunded projects above the basic program of work. In fiscal year 1980, budget changes resulted in a funding reduction to the point where it was necessary to use the volunteer work force to accomplish the basic program of work in several areas. This impact was most critical in the Recreation program area, whereby during fiscal year 1983, 28 percent of the the campground maintenance, 52 percent of the trail work, and 35 percent of the wilderness field activities were done by volunteers. The volunteer work force accomplished between 85 and 90 percent of the basic program of work in trails and wilderness management. The Zigzag Ranger District receives about 3 million Recreation Visitor Days per year and is ranked as the fourth most complex recreation workload district in Pacific Northwest Region. The Ranger District is located within one and one-half hours' drive of 1.2 million population which represents 46 percent of Oregon's population.

The Forest's projected budget advice for the next three to five years indicates the current trends in budget reductions are expected to continue. At the 1983 program level, the volunteer work force made up 16 percent of the total District work force.

The proximity of the Ranger District to an urban center will result in a continued high level of recreational demands by a variety of user groups. There is also a four year record of a high level of interest in a variety of volunteerism by both local and urban based users. With projected decreasing budgets and continued high level of recreation use, the volunteer program potentially provides an opportunity to bridge a void in the District's ability to meet user demands.

Historical Development of Volunteer Program on the Zigzag Ranger District

In 1972, Congress finalized an idea in a little over 300 words and coded it PL-92-300. It is doubtful that any special celebration occurred at any of the District headquarters. Yet in 1984, there are likely very few Ranger Districts that are not at least aware of PL-92-300. In fact, a large percentage of the Ranger Districts depend on this authorizing act as a major source of labor to accomplish basic work. Thus, the Volunteers in the National Forest Act of 1972 has emerged as a major management tool in the 1980's. While the Forest Service had long been supportive of obtaining authority to accommodate the numerous individual offers of volunteer services, the Agency lacked the legal authority to deal with this growing area of public interest. Most volunteer efforts prior to PL-92-300 were limited to group activities sponsored under the cooperative agreement format. Under this arrangement, a sponsoring organization such as the Boy Scouts, Girl Scouts, Issac Walton League, or similar interest groups would recruit volunteers within their membership and enter into a cooperative agreement with the local Ranger District. Many valuable hours of work were contributed under this approach and numerous worthwhile projects were completed. The major efforts were centered on very labor intensive projects. This approach

excluded the opportunity for individuals not associated with a special interest group from volunteering their services.

The utilization of volunteers did not increase significantly until the early 1980's. The majority of emphasis during the 1970's was on various Federal, State, and County manpower programs. Often the Forest Service was the major program leader or served as a host agency for State or County agencies. Programs like the Comprehensive Employee Training Act (C.E.T.A.), Senior Community Services Employment (S.C.S.E.), and Job Corps were common on the Ranger Districts. These programs were typically offered with sufficient support funding and employment ceilings to stimulate interest and involvement at the Forest and Ranger District level.

In 1976 an agreement was worked out with Oregon State University whereby student interns received college credit while volunteering for the Forest Service to present naturalist programs at Timberline Lodge. Many other volunteer support activities have occurred over the years that were simply thought of as local cooperative efforts but would now clearly be considered volunteer agreements. The point is that volunteer program activities have been around for years in a variety of different forms. The Volunteers in the National Forest Act of 1972 simply formalized, recognized, legalized, and emphasized this standing tradition.

In the past the volunteer program has been utilized to accomplish projects that were not funded. As the program has increased in magnitude and become a vital method of accomplishing basic work, the District needed to review the basic growth of the program, what makes it work, how it is organized, how priorities are set, and what management steps need to be taken to enable the program to continue.

Statement of Problem

A 1983 General Management Review of the Zigzag Ranger District indicated that the Mt. Hood National Forest and Ranger Districts needed to analyze how the volunteer work force was being utilized to ensure that this effort was being directed toward priority projects. The overall District volunteer program appears to have developed on a departmental "need" basis, rather than through planned management action. The increased dependence on the volunteer program to accomplish the basic work of the District creates a need to ensure that this resource is properly managed, allocated, and utilized by all departments.

Hypothesis

The District volunteer program has developed in response to a major need in the Recreation Department to replace an unfunded work force. The rapid development of the volunteer program has resulted in unequal development of the basic management functions of planning, organizing, directing and controlling at the District management, mid-management and direct supervision level. If these management functions are not properly developed within all departments and management levels, a breakdown in the volunteer program efficiency and coordination will occur as the program is expanded to a broader project diversity during the next two years. As the District becomes more dependent on the volunteer work force to accomplish the basic program of work, the management of the program must consider the needs of the volunteers so this source of skills and labor will remain available.

Delimitations

This study will analyze the District volunteer program from two points of reference. First, the program will be reviewed from a traditional management framework of the four basic management functions of planning, organizing, directing, and controlling. The current District volunteer

program has three levels of involvement which are the District management, mid-management, and direct supervision. Activities at each level will be reviewed against the four functions of management. Secondly, the volunteer program will be reviewed utilizing Herzberg's worker maintenance and motivational theory. The maintenance factors include working conditions, interpersonal relations, salary, supervision, company policy and administration. Motivational factors are achievement, recognition, the work itself, responsibility, and advancement. Processes in the existing program to meet these worker (volunteer) needs will be evaluated.

Based on the data review, the study will identify areas where the basic management functions and maintenance-motivational elements are lacking at the District management, mid-management, and supervisory levels and propose actions that can be taken to strengthen the District volunteer program. The study will identify barriers in the current program that could restrict continued expansion and diversification of the program.

Volunteer programs have been developed and are being developed on several Ranger Districts. This study will identify various techniques and processes that have been developed by the Zigzag program and highlight their effectiveness for possible use by other Ranger Districts.

Basic Assumption

Based on the 1980-1983 period and projected Forest budget advice it is assumed the District will continue to operate a volunteer program for at least the next three to five years. In response to reduced funding and ceilings, the District will need to expand the volunteer program in an increasing number of basic District work activities. Virtually no program or project area, except law enforcement and fee collection, which are excluded by National policy, is excluded from the opportunity for volunteer involvement.

Limitations

The Zigzag program evaluation is based on a subjective judgment of the various factors. Therefore its validity is limited to the opinions and perceptions of a single observer.

During this study a volunteer work force was not available to determine how the volunteer program factors met the needs of the volunteer. Thus, the evaluation of the maintenance-motivation factors are based on processes that exist in the District program. The motivational-maintenance theory of worker satisfaction is based on a study done in an industrial setting with a typical worker and employer relationship. The study indicates the factors in each of these areas are present in all work situations. However, in the volunteer work context these factors, if relevant, may apply in an entirely different manner.

This study is limited to the basic experiences of starting and operating a volunteer program on a single Ranger District. While the program has gained from the volunteer coordinator's personal contacts at various workshops and the interchange of ideas with adjacent Ranger Districts the methods and procedures that have proven workable in this setting may not have application in other areas. The Zigzag Ranger District's close association with an urban population provides numerous organizations and interest groups on which the District can depend for organized volunteer groups. The extensive recreation diversity on the District creates many special demands and opportunities. These conditions will vary with each Ranger District.

Each local area has unique volunteer program development opportunities. The challenge for the program coordinator is to identify those features and adapt methods developed in other locations to the local conditions.

CHAPTER II

REVIEW OF LITERATURE

Due to the nature of this study, the literature review focused on existing policy direction for the volunteer program and management principles compatible with the existing Mt. Hood National Forest direction. This material will provide a conceptual and procedural framework for the review of the District Volunteer program.

Management Factors

The central direction of the program is established by hierarchical directives issued by the National, Regional, and Forest Offices which are sequentially the three controlling levels over the District. These organizational levels establish the overall volunteer program policy, objectives, and administrative guidelines. Additional supplemental Forest level policy is contained in the Forest Service manual system if needed to reflect local conditions. No Forest level supplements have been issued. District program goals and objectives are included in separate functional plans or as part of the Forest multi-year work planning document. An overall District volunteer plan or specific work planning objectives for the volunteer program has not been developed. Forest level budget instructions to the District to include manpower and support cost allowances for work projects to support the volunteer program.

Volunteer conferences, which are informal workshops attended by program managers, provide an informal method of sharing information between administrative units. The data is not based on scientific research. However, it represents the state of the art in applied operation of District level volunteer programs. The topics at these proceedings

provide indications of the trends of the overall program, new opportunities, and problem areas. Topics at the 1982 conference focused on program start-up and recruitment. The 1984 conference emphasis centered on procedural matters, record keeping, and a developing conflict with the employee unions over displacement of the paid work force by volunteers.

The Forest Supervisor of the Mt. Hood National Forest has established a management framework centered on the functional aspects of management. This approach focuses on the managerial activities that must be carried out in order to achieve organizational objectives. The major management functions are planning, organizing, directing, and controlling. The background and development of this management approach has been documented by Kazmier in the text Principles of Management. This book summarizes the combined work of twenty authors. This functional approach to review the District Volunteer Program was selected due to the compatibility of the system with the Forest management style.

Volunteer Factors

National level program objectives state that an experience that is personally rewarding is one of the three basic objectives of the volunteer program. Greer, in his presentation at the 1982 National Volunteer Workshop indicated the need to identify and meet the individual volunteer's reasons for volunteering. Based on an unspecified sampling method and population he presented data indicating 49 reasons individuals volunteered to take part in the District program.

Factors that motivate individual workers have been the subject for numerous studies. A basic theory originally described by Herzberg in 1959 was based on industrial studies with engineers and accountants. It was replicated in 1964 by Meyers based on a sample of 282 employees in the Texas Instrument Company. This sample population included

scientists, engineers, manufacturing supervisors, technicians, and assemblers. This second sampling represented a broader range of occupational groups than the original study.

The conclusion of the work done by Herzberg and Meyers as reported by Kazmier, is summarized in the motivational-maintenance theory. The motivational factors identified in the study are achievement, recognition, the work itself, responsibility, and advancement. The maintenance factors defined in the study include working conditions, interpersonal relations, salary, supervision, and company policy and administration. The study concluded "the motivational and maintenance factors are independent of each other and are present in varying degrees in any given job situation." Although the identification of the factors associated with the motivational and maintenance factors was not entirely mutually exclusive, the frequency reported indicated relatively little overlap. Prior to Herzberg's findings, it was generally assumed that employee satisfaction and job commitment were on one end of the spectrum and employee dissatisfaction and negative feelings toward the job on the opposite end of the same spectrum. The significance of Herzberg's study is that there appear to be two separate spectrums that must be managed.

The Willamette National Forest developed an Instrumented Team Learning Process for Temporary Employees. This orientation process focuses on providing new employees an overview of Forest Service policies, programs, and organizational principles. Additional emphasis is placed on team performance, open communication, and safety. The need for an understanding of these factors is common to the volunteer work force when the volunteer work period will extend beyond a few days without close supervision.

CHAPTER III

PROCEDURES

A. Functional Management Approach

The Mt. Hood National Forest and the seven Ranger Districts' programs are managed by a functional approach to management. This process is implemented through a series of general and functional reviews. General Management Reviews are scheduled on each district every two years. During intervening years, Activity Reviews of various specific programs such as Timber, Recreation, and Business Management are conducted. As the name implies, the General Management Reviews focus on the coordination between departments and programs. The Activity Reviews focus on the management within the subject area. The evaluation during both General Management and Activity Reviews focuses on four basic functions of management.

During the District General Management Reviews of July 1981 and October 1983, the District volunteer program evaluation indicated that all management functions appeared to be working properly. However, the volunteer program has not been selected for an in-depth review since the program started in 1980. The 1983 General Management Review also contained the following statement:

"The size of this program Forest-wide has grown to such proportions that the value of the work that is being done equals or exceeds many of our traditionally financed programs. We believe that eventually the Forest must get into a mode where operation and maintenance as well as investment projects that we anticipate being done by our volunteer program are treated the same as Force Account work.

Specifically, we feel that eventually we will need an inventory of projects, their cost estimates, and a prioritization scheme, so that these projects can be included in our regular program development process. Our concern is applicable Forest-wide and is not meant as a criticism of the District's program."

To facilitate compatability of this review with the Forest process, the District volunteer program will be subjectively evaluated to determine if it provides direction to meet management responsibilities of planning, organizing, controlling, and directing.

These management functions are defined by Kazmier as follows:

Planning

"Identification of objectives, necessary policies, procedures, and methods to implement the program or project."

Organizing

"Determining the activities to be performed in an organization, grouping these activities, and assigning managerial authority and responsibility to people employed in the organization."

Directing

"Guiding and supervising the efforts of subordinates toward the attainment of the firm's goals." The key areas are leadership, communication, and individual skills development.

Controlling

"Evaluating performance in an organization and applying necessary corrections. The control process includes the steps of establishing standards, comparing actual results with standards, and taking corrective actions."

B. Volunteer Needs Approach

A second review of the District Volunteer Program will be made from the volunteer needs approach. This review is based on the motivational-maintenance theory. The various elements of the District Program will be reviewed to determine if motivational factors such as achievement, recognition, the work itself, responsibility, and advancement have been designed into the program. A similar review will be made for maintenance factors of company policy and administration, supervision, salary, interpersonal relationships, and working conditions that impact the volunteers.

CHAPTER IV

ANALYSIS OF DATA

I. Functional Approach to Management

A. Planning

1. Goals and Objectives

A review of current program direction in the Forest Service Manual, chapter 1830, indicates a minimal but sufficient amount of National and Regional goals, objectives, and administrative direction for the volunteer program. This level of direction appears to have been a conscious decision that was articulated by Ray M. Housley, Deputy Chief, National Forest System, at the March 1982 National Workshop of Volunteers in the National Forest. In his speech, Housley assured the group that the Forest Service's Washington Office was not going to build an organization to manage the program. The overall thrust of this statement was directed toward keeping the volunteer program a locally run effort that directly benefited other programs.

The Forest and District have not developed supplemental direction to establish local goals or objectives for the program. As a result the growth and direction of the program appears to have been influenced by three factors. First, in fiscal year 1982, several departments were impacted by reduced funding and an inability to get basic jobs done within the available work force. Secondly, by this time the volunteer program had been operated successfully by the Recreation department for two years.

Other department managers realized that the volunteer program was a viable option to accomplish many of their projects and started to utilize the volunteer work force. The third factor that influenced the program was the volunteers. A number of returning volunteers requested that an additional variety of projects be provided to better utilize their skills and provide a variety of projects as a motivation for continuing volunteer work.

In 1982, as a result of these factors, the District Volunteer Program started to branch out into other resource areas such as Wildlife Management, Fire-Fuels Management, Timber Management, and Business Administration. This trend continued into the 1983 program and appears to indicate a new program direction. This diversification will require some prioritization of the volunteer work force projects. More specific objectives for the volunteer program will be required to allocate this work force to meet attainment priorities by the various resource areas and the needs of the individual volunteers.

A review of existing Forest and District data indicates there is no specific volunteer program direction at either organizational level. Both levels maintain a detailed goals and objectives package which is the feeder document for the Forest Work Planning and Budgeting process. This management tool could be utilized to provide volunteer program direction for the Forest and District levels.

2. Policies and Procedures

As with goals and objectives, a minimum number of policies and procedures have been established by the Washington and Regional Offices. Management level policies and procedures

have not been developed at either the Forest or District level. The National and Regional level instructions appear to adequately meet program needs. The emphasis in the 1982 workshop was directed more toward the recruitment processes while the 1984 workshop topics were directed toward procedural matters and record keeping. This appears to be a logical developmental progression.

3. Legal Authority to Recruit

One of the truly amazing things about the volunteer program is that after twelve years the authority to recruit remains on a single-sided form that is signed by the local District Ranger. The Washington Office indicated that one of its intents was to keep the administrative process as simple as possible and at this juncture, that has largely been done. Data from the 1984 volunteer conference does call for some additions and modification to the basic Volunteer Agreement form. The proposed changes would facilitate record keeping and would not change the basic function or simplicity of the form.

4. Volunteers

District recruitment experience indicates that if you have a job to be done, there is someone who has the skill and the willingness to volunteer to do the job. This is especially true now that the volunteer program has reached beyond the local and regional level to the national and even international level of exposure. In the past three years the Zigzag Ranger District has had two Canadian and two Swedish volunteers.

The major challenge in volunteer recruitment effort is the competition between individual units for highly qualified candidates. The challenge is to come up with ideas to attract potential volunteers. The Zigzag Ranger District has been able to capitalize on both a wide variety of programs and an attractive location to recruit volunteers.

The District has been successful in recruiting several handicapped groups in the volunteer program. During 1983 this effort involved both local and international groups. Minority involvement in the volunteer program has ranged from a low of 2 percent in 1981 to a high of 6 percent in 1983. In comparison, the District minority target for the seasonal paid work force during this same period has been from 8 to 10 percent.

E. Program Implementation

A review of the District volunteer workbook indicates an array of basic planning documents and procedural tools to effectively deal with the program. A timeline for recruitment serves as a flow chart to determine critical dates for recruiting volunteer workers and the steps to be taken to accomplish this function. A review of this document indicates that a variety of both internal and external organizational contacts and methods are involved.

Supporting this volunteer recruitment timeline document is a District networking process. This chart, developed in 1982 by District Volunteer Program Coordinator, Wendy Evans, provides an overview of the various stages of the District Volunteer Program process from the initial volunteer contact through the

termination of the Volunteer Agreement. This flow chart indicates that several key items have been developed that enabled the District to handle a rapidly increasing number of volunteers with no increase in the number of individuals directly involved in the administrative duties of the program. The necessary written material has been developed in the form of an information packet to handle a high volume of volunteer inquiries. The prospective volunteer registration form is of special value in that it provides the data on which the volunteer program coordinator can match volunteer skills with projects and determine the logistics necessary to coordinate all these variables. For example, this information resulted in the development of a mid-week work group in 1983 in response to a large number of individuals that worked on the weekend but were available for volunteer work mid-week. This process also distributes the volunteer coordinator's time impact of responding to routine volunteer program inquiries to other individuals who have received training in this area and are available to assist.

The center section of the flow chart deals with the processing of the volunteer applications very much as would be done in a selection process for a paid work force. In the initial stages of the volunteer program, an effort was made to "place" all volunteers in jobs. With the rapid expansion of the program, it soon became apparent that the District could not continue this process. There were simply too many volunteers with skills to offer, time constraints on availability, and limited supervisory personnel for the District to accommodate all the individuals who offered to do volunteer work. The balance of the seasonal employee's tour is financed by the project that is utilizing the volunteer work force. This situation was handled by referring the volunteer applications surplus to District needs to the Forest Volunteer Coordinator, who serves as a clearing house for

other districts. This process can also work in reverse if the District is seeking a special skill that has not been identified through the District volunteer application process.

The balance of the networking flow chart provides procedural instructions to the work supervisors.

B. Organizing

The staff level supervision of the volunteer program is under the direction of the Other Resource Assistant. The mid-management leadership is provided by the District Volunteer Program Coordinator who spends about 35 days, which represents 14 percent of her available time, in administrative duties related to the volunteer program. This position is supported by one seasonal employee who is financed for 20 days, which represents about 8 percent of her available time, in volunteer program administrative duties.

The District has identified the need for a "volunteer" to be the overall Volunteer Program Coordinator. At this time, an individual with the necessary commitment, time, and administrative skills to assume these duties has not been located.

As the size of the program increased, it was necessary to involve more supervisory personnel. The initial expansion and utilization of volunteers was within the Recreation department. All supervisory personnel in this department were "recruited" by the District Volunteer Program Coordinator to utilize the volunteer work force. This was facilitated by the fact that she headed this department and had a supportive group which was very much interested in the volunteer program. The majority of the

1980-82 volunteer effort was directed by the Recreation department. In the 1982 Annual Volunteer Report, it was recommended that the project diversity be expanded. To accomplish this, a volunteer program coordinator was established within each department. The objective of this assignment was to identify individuals in each resource area who could receive general volunteer program information and share it within the department. Also, these contact individuals were to identify projects and opportunities within their resource areas where volunteers could be utilized to accomplish projects that were either unfunded or only partly funded and that needed additional support. The department volunteer program coordinators were responsible for development of project descriptions, job descriptions, and other support information which was made available to the overall program coordinator and included in the recruitment information. The process has greatly expanded the variety of jobs available to volunteers. It also expanded the internal understanding of the volunteer program opportunities and improved the planning and commitment toward future use of volunteers.

This organizational structure has helped maintain a cost effective level of non-project related administrative cost. This structure appears to be in keeping with the existing National and Regional policy direction.

C. Directing

A review of the District Volunteer Coordinator's position description revealed that volunteer coordination duties, which represent 14 percent of the incumbent's time, have not been reflected in the position description. There is no other written documentation of management's expectations for the Volunteer Program Coordinator's performance. The incumbent's

performance rating does indicate recognition of the work being done in this area under an external relations element. The position description for the seasonal assistant is likewise lacking in the requirements of that position related to the volunteer program. The current position description is a generic forestry technician position description. Lacking written direction in this area, the incumbents must rely on verbal or perceived performance expectations by management.

Job descriptions have been developed for several of the volunteer positions. These include job expectations for such diverse areas as campground host, winter recreation Nordic patrol, trail crew member, and many other jobs routinely filled by volunteers.

The coordination of the short term volunteer work force, whether they are part of an organized group or individuals is a major task of directing the program. District experience has proven that the more flexible the District can be in this area, the more volunteers will respond and consequently the greater the accomplishments.

The volunteer availability confirmation form represents the District's attempt to coordinate job scheduling, project variety, and volunteer availability. This information is mailed on a weekly or monthly basis to individuals and organized groups who have expressed interest in such projects. This data is used to do the final scheduling of projects and to help the project coordinators and project work leaders work out such logistics as transportation, tools, supplies, and other project needs. A Volunteer Project Assignment Sheet has been developed to record

this information. This format is used to transfer key information to the project leader about the work force, safety factors, equipment, and other project details.

Worker safety is a major concern in the Forest Service. One of the three standard agreements by the Forest Service on both the individual and sponsored (group) Volunteer Agreement is that volunteers will be considered as Federal employees for purposes of tort claims and compensation for work injuries. Coverage for individuals who are part of sponsored groups is limited to the amount not covered by the sponsoring group.

Safety as an individual performance element is included in all District position descriptions. A review of the District safety program indicates that basic management procedures are in place at all three District organizational levels. A safety orientation procedure has been developed for each project as part of the orientation procedure.

Based on a sample review of the completed project assignment sheets, only the general areas of safety concern were indicated. There was little specific information on how to do the job safely. There is no evidence to indicate that the various Job Hazard Analyses are reviewed by the work leader with the volunteers. The District has a tailgate safety form that could be used to document the safety discussion topics or this process could be incorporated more thoroughly into the project assignment sheet

A review of the fiscal year 1983 safety record indicates that three volunteers were injured on the job while six salaried employees experienced job related injuries. Two in the latter group occurred while engaged in firefighting activities. All injuries to both groups were minor in nature and did not result

in a lost time accident. The same basic ratio of worker injury occurred during the prior three years. The data does not indicate a more serious safety management need with the volunteer group than exists in the overall work force. Based on District performance standards, this frequency rate is at an acceptable level.

D. Controlling

The Forest Service manuals, handbooks, and training texts contain a wide range of program, project, and "how to" instructional material. However, this material is seldom readily available to volunteer workers. The District has made an attempt to simplify some of this material and make it available to volunteer work leaders and individuals.

A Volunteer Evaluation Sheet has been developed. The title is misleading in that the purpose of this form is for the volunteers to evaluate the program, projects, and leadership. This is an excellent method of obtaining an evaluation of the acceptance of the various aspects of the volunteer program. This input provides a valuable source of information for continuing or restricting the program to maintain volunteer interest.

Discussion with the Volunteer Program Coordinator indicated there have been situations where volunteers have, for a variety of reasons, not been able to fulfill their time commitments or perform work to standards acceptable to the Forest Service. In these cases, a tactful discussion has resulted in termination of the Volunteer Agreement. It appears to be well understood by

those directing the program that the Forest Service will not accept lower quality standards from volunteers than from a paid work force. The individual project work sheet indicates that some evaluation of the project is made to determine if the work standards have been met. It is not clear from the evaluation form how this determination is made. It would appear to be a subjective judgment made by the work supervisor at the end of each project.

II. Volunteer Needs Approach

A. Maintenance Factors

1. Company Policy and Administration

This analysis did not reveal any agency or administrative policies that were a barrier to the volunteer program. Only one complaint has been received by District management in the past four years. This issue turned out to be a miscommunication about transportation to the work site and in fact was not in conflict with the volunteer's needs.

2. Supervision

Quality supervision is a vital part of the volunteer program from both the management and volunteers' perspective. Next to the availability of volunteers, supervision is perhaps the most critical element of the program. The Zigzag District Program has had consistent leadership in this area which has been of significant benefit to the overall

program. This has enabled the District to gain experience on what types of approaches and projects are of most interest to volunteers.

The District program has also identified supervisory personnel, initially in the Recreation department, and now expanded to other departments to provide leadership in an expanding number of administrative and resource areas. This step was critical to the District's ability to expand the number of individuals and groups involved in the program. The District has also capitalized on the leadership and supervisory skills within organized groups to accommodate the expanding numbers of volunteers.

Since the project level supervisors are the primary contact with the volunteer groups, it is critical that they be able to establish good rapport with the volunteers. This requires that the supervisors have sufficient organizational experience, agency policy understanding, and basic technical skills to respond to the project needs or know how to obtain the support needed. The District program at the supervisory level is staffed by an individual who has a background in outdoor education and possesses a wide variety of managerial and technical skills to meet the program needs.

The District Volunteer Coordinator is recognized on the Forest and within the Pacific Northwest Region as an innovator and leader in the development of the volunteer program. The mid-management level of the program is well organized and has provided the field supervisory level of the program with several tools to support the field operations.

The continued operation of the program requires an extremely high level of energy and results in the potential for "burn out" at both the supervisory and mid-management level. Leadership requirements at both these operational levels are of an intensity that it must in a large measure be a personal commitment to the program rather than an assigned responsibility. The incumbents have been in their current roles in the volunteer program for the full four years the program has existed. Both individuals have had previous Human Resource Program experience which has similar high energy demands. Their program enthusiasm continues to be high.

The program may be about at a peak related to the number of volunteers that can be supervised to acceptable standards without an increase in the number of project supervisors. It would appear that District management needs to analyze this situation and determine the appropriate course of action to meet any expanded needs for supervisory personnel.

The District has discussed the desirability of recruiting a volunteer to serve as District Volunteer Coordinator. However, there does not appear to be a coordinated effort by the District management to facilitate this program need.

3. Salary

Initially this may appear to be an inappropriate subject related to the volunteer program. However, since the program began, the issue of benefits, if not actual salary, has become very sensitive among volunteers assigned to different departments with the seasonal paid work force. This is an issue only with those volunteers who stay for over one month. Some background in this area will help focus

the situation. Section 2 of the Volunteer in the National Forest Act of 1972 states, "The Secretary is authorized to provide for incidental expenses, such as transportation, uniforms, lodging, and subsistence".

The National and Regional policy directs that the amount of incidental costs be worked out on an individual need basis on each volunteer agreement. During the first two years of the program there was little conflict in this area. The number of volunteers was low and numerous seasonal jobs were available. During this period, volunteers often indicated they volunteered to gain experience and local name recognition to secure a job later in the season or the next year. There were few requests for such benefits as housing, mileage, or incidental costs. Some of these areas were financed by the District on an individual basis with no local written policy. Available housing and some incidental mileage for highly mobile assignments were the most common forms of stipend. By 1983, this condition changed rapidly due to several external factors that have significantly impacted the District program and the ability to recruit volunteers. The major impact was the reduction in the total number of seasonal jobs. Volunteers no longer felt that by volunteering they would be in a better position to gain a seasonal job. Another factor was the popularity of the program; for example, the Regional program expanded forty percent in fiscal year 1983. This provided the long term volunteers with many more opportunities to select their location and type of experience. A third significant factor occurring at this time was a significant downward spiral in the District budget. While the Recreation budget was the most severely impacted, other departments suddenly realized that the volunteer work force was the only remaining option to get basic resource work done. The result was that

"bidding" started between individual departments within a district, between districts on a Forest, and finally between Forests for qualified volunteers. This has even expanded to "bidding" between agencies on who can pay the largest stipend for the "volunteers".

This stipend subject has been a topic of national workshops. The prevailing direction appears to remain that this is an area that should be worked out to meet each individual situation. While this approach will not resolve the "bidding" process for volunteers between agencies, forests, and districts, it is generally seen as the most desirable solution due to the extreme variations of need. Each individual manager now has the responsibility of negotiating the benefit portion of the Volunteer Agreement.

There has been a disparity of benefits to the volunteers in the District program working under similar conditions but for different departments. In 1983, the District established a committee to come up with a District policy in this area and to provide guidelines for District managers to build the volunteer program support costs into basic projects.

The District Volunteer Program has responded to these needs in a variety of ways. The needs of short term volunteers were met by providing transportation to the job, basic safety equipment, tools, and occasionally temporary housing or camping equipment. The stipend for food varies from nothing to thirty dollars per week. Management prioritized

the District housing resource and assigned the seasonal barrack facilities, rent free, to volunteers who were committed to a one to three month's program.

Opportunities for non monetary benefits were also explored. For example, a joint volunteer training and assignment arrangement was worked out with an adjacent District that effectively doubled the volunteers' experience in the Interpretive Services area. This enabled both units to attract qualified volunteers with a limited additional cost.

The District has experienced an increasing conflict between the seasonal employees and the long term volunteers. The National union agreement (Article 30, Volunteers) states:

"(a) The parties recognize that when volunteers are used in a manner inconsistent with the intent of governing law and regulation, the conditions of employment of bargaining unit employees can be adversely affected. For this reason, Management agrees to respond to reasonable concerns the Union may have regarding the operation of this program.

"(b) In accordance with law, the volunteer program will not displace employees or positions or their grade controlling duties. Upon request, Management at the local level will inform the Local Union, in writing, of the numbers of volunteers, their assigned duties, and work locations. When a decision to use volunteers impacts employees or conditions of employment, bargaining is appropriate under provisions of Article 9.

"(c) No Forest Service employee will be required or requested to perform in the Volunteer Program."

From the seasonal employee's viewpoint, it appears they are being replaced by volunteers in conflict with these provisions. While seasonal employees are not now included in the bargaining unit on the Mt. Hood National Forest, they are on other Forests and it is logical to assume they will be included on the Mt. Hood at the next election. From a District management standpoint, the manager is often faced with a choice of maximizing the use of limited funds by prioritizing these funds for support to the volunteer program costs that will accommodate several volunteers or hiring one seasonal employee. This area will continue to be a point of conflict and may result in a change in the national agreement.

4. Interpersonal Relationships

The District has made an effort to assimilate the volunteer work force into the basic organization in several areas. Care must be taken by management to assign these volunteer workers to projects for which they have the proper skills or are highly motivated to learn. Volunteers should also be with supervisors who are highly supportive of the volunteer program and can provide the volunteers with the resource and personal support they need. A few well thought out assignments and successfully completed projects can greatly facilitate the acceptance and expansion of the program. The District has been able to make significant progress in such diversified areas as silvicultural, fire dispatching, environmental analyses for winter sports, site plans for campgrounds, trail logs, and Business Management functions in addition to the physical skills. As long as the volunteers are treated with the same professional courtesy as a salaried employee, there is no special problem in the

day to day operation of the program. There are numerous examples in the District work force where volunteers and salaried workers are working together without conflict.

5. Working Conditions

Working conditions involve both the climatic and physical factors of the job. Each geographical area has its special assets and liabilities. The west side of the Cascades is noted for its somewhat "damp" climate. The District experience indicates that the volunteers locally are accustomed to the climate and work under conditions that indicate a highly motivated condition.

A review of District policies indicates that the District is concerned for individual workers' safety and provides personal protective equipment for volunteers. Project safety orientation is provided as a part of the briefing at the start of each job.

The Interpretive Services program has developed an extensive week long training program for volunteers. No similar training material appears to have been developed for the other volunteer areas such as Campground Hosts or Wilderness Guards.

The District has responded to the input from the volunteers and provided a wider range of projects to provide diversity in the work for the large number of repeat group workers. Most projects in the program have been labor intensive in nature. A greater number of professional level projects would improve the working conditions for those with appropriate skills or interests.

B. Motivational Factors

1. Achievement

This idea can perhaps best be described by the comparison of the "craftsman" approach compared to the "assembly line" approach. For example, the District has found that there is a much greater feeling of accomplishment by volunteer groups if they can complete a segment of a project rather than just do one phase of a project. Rather than have one group do all the clearing for a campground and a second group do the fire ring placement, it is much more satisfying to the group if they can complete one camping unit of the total project. The same is true for individuals. Volunteer program managers and supervisors should design projects as logical self contained units to increase the feeling of achievement by the volunteers. Programs such as adopt-a-trail capitalize on this feeling of "ownership" or achievement of an identifiable segment of a project or resource activity.

The District project assignments and the structure of the projects appear to take this factor into consideration. This is especially true for organized groups who have basically adopted campgrounds, trail segments, or other activities as their annual project.

2. Recognition

There are numerous examples within the District program of efforts to recognize the good work done by individuals and organizations. The primary vehicle for such recognition has been through personal and general letters and certificates. Current National policy prevents cash awards. Informal social events have been held to express appreciation for the volunteers' contributions.

The District has made a special effort to gain individual and group recognition through newspaper feature stories and television coverage of special events. District volunteer efforts have been featured in the Regional News Sheet, the Washington Office - Friday Newsletter, and the Federal News Digest. This coverage generally provides individuals with the feeling that they are appreciated and provides additional promotional coverage for the volunteer program.

3. The Work Itself

Unlike paid employees where the work is assigned and generally done with minimal options, the work itself is a key factor in the volunteer program. The key is to match the volunteer's interest with the District's available jobs. The volunteer application is designed to accomplish this task. In reviewing the District Volunteer Program, it is apparent that an increasing variety of projects is being provided. However, the District has an extensive goals and objective list of unfunded projects. With a minimum amount of effort, several of these items could be formulated into individual or group projects for volunteers with special interests and talents.

Data for the last three years indicates an increasing number of individuals in the 20 to 54 age bracket. Depending on the actual age distribution of the individuals in this group, there should be a significant number of individuals with specialized skills and interests who are now being utilized for largely labor intensive projects. These skills could be matched with the more technical or challenging projects and assignments.

| | <u>FY 80</u> | | | <u>FY 81</u> | | | <u>FY 82</u> | | | <u>FY 83</u> | | |
|--------------|--------------|---------------|----------|--------------|---------------|----------|--------------|---------------|----------|--------------|---------------|----------|
| <u>AGE</u> | <u>Male</u> | <u>Female</u> | <u>%</u> | <u>Male</u> | <u>Female</u> | <u>%</u> | <u>Male</u> | <u>Female</u> | <u>%</u> | <u>Male</u> | <u>Female</u> | <u>%</u> |
| 19 and Under | 46 | 27 | 48 | 173 | 164 | 75 | 296 | 82 | 72 | 253 | 87 | 49 |
| 20-54 | 43 | 27 | 47 | 57 | 40 | 21 | 68 | 66 | 25 | 172 | 144 | 46 |
| 55 and Over | 5 | 2 | 5 | 8 | 9 | 4 | 7 | 10 | 3 | 16 | 18 | 5 |

Table 1 Composition of volunteer work force by age group and sex during fiscal years 1980 - 1983 on the Zigzag Ranger District.

4. Responsibility

The District program has provided opportunities for volunteers to assume increasing responsibilities once they have developed the necessary skills or policy understanding to perform to acceptable standards. Good examples of this were evident in the Timber department where a volunteer has completed silvicultural prescriptions and in Interpretive Services areas where volunteers represent the agency in public presentations. During 1982, the District trained an individual to serve as a fire dispatcher during the summer months. A Portland based handicapped sportsmen's group has been given the responsibility for the redesign and maintenance of an existing campground. These are but a few of numerous examples where the opportunity to provide the motivational need of responsibility is being utilized in the District volunteer program.

5. Advancement

Advancement in the traditional meaning is not available through the volunteer program. However, depending on the motivation of the volunteer, the increased skill gained through volunteer work is often seen as an advancement from their personal viewpoint. During the initial stages of the volunteer program there were often later employment opportunities due to improved qualifications. This option has not been available since 1981 due to limited hiring. The National policy does recognize that volunteer service can be credited for official service of future job applications.

CHAPTER V

Summary and Findings

The Zigzag Ranger District has operated a volunteer program for four years. Starting with a group of 150 volunteers in 1980, it has grown to a work force which totalled 690 individuals in 1983. The program was initially developed in the Recreation department but has expanded into other functional areas during 1982 and 1983.

A General Management Review of the District indicated a need to analyze the use of the volunteer work force and determine how this program could be assimilated into the Forest work planning and budgeting process. As a first step toward that goal, this study focused on how the four management functions of planning, organizing, directing, and controlling were being managed by three District organizational levels involved in the volunteer program. This study also reviewed the program from the volunteer's viewpoint based on the motivational-maintenance theory of worker satisfaction. This theory identifies ten basic factors that are common in all work situations. The processes in the District volunteer program were reviewed to determine if elements in the program were present that would allow these worker (volunteer) needs to be met.

Based on the findings, and within the limitations of this study, there has been unequal development of the basic management functions among the three District organizational levels involved in the volunteer program.

In the planning function, the management level has not taken action to establish District level goals and objectives for the program since it changed from a method of accomplishing "extra" projects to the method whereby the basic work was being done. Management has developed procedural instructions which provide for funding of the general administration of the volunteer program. Procedures exist in the Forest

and District work planning process that prioritize resource work but it is not specific as to how the volunteer program is to be used to support these areas. If local goals and objectives are not established high priority work may not be accomplished due to improper utilization of the volunteer workforce.

The supervisory level has developed numerous working documents to facilitate job planning and program implementation. These procedures are functional and provide good planning direction; they should be of benefit to other districts planning to develop or expand local volunteer programs. The existing National and Regional policies and procedures appear to be adequately met at all three management levels. Minor variations and omissions from higher level directives exist but are in areas where the impact of not meeting the full scope of the administrative details will not result in a failure to meet program goals.

The organizational responsibility for the district volunteer program has not been well defined in writing by district management. The program was developed in the Recreation department and, by mutual consent, the overall direction for the program has been assumed by this department. The budgeting process has supported this leadership role by providing support costs to the volunteer coordinator for overall management of the program. The lack of written responsibilities would create severe impacts if existing personnel changes occurred and the responsibilities were not defined.

The District has recognized the desirability of locating a volunteer to serve as the District volunteer program coordinator but does not have any active plan to reach this goal. The reduction in overall salaried District personnel has also increased the difficulty in identifying and involving project level leadership for volunteer projects. The energy demands on the volunteer coordinator and work supervisors are intense and a "burn out" factor can develop if adequate staffing is not provided.

The directing management function has developed informally and the volunteer program duties are not adequately reflected in the official position descriptions or performance elements at any of the three District organizational levels involved in the program. This has not created any visible program disruption at the current program levels. The records indicate that actual performance was recognized in the annual employee evaluations. Two Special Performance awards were presented in recognition of special service. The lack of defined performance elements and standards can create personnel impacts through the inability to document outstanding performance or take action to correct substandard performance. The lack of performance elements also hampers documentation of experience records for future job applications. The volunteer coordinator and work supervisor have written delegation of authority from District management to guide the Volunteer Agreement signing process.

Individual volunteer job descriptions have been developed for some work activities. Additional material of this nature needs to be developed at the supervisory level to facilitate a clear understanding of the work that is expected by the volunteer. An extensive training program has been developed for volunteers in the Interpretive Services program. Some informal training has been provided to Wilderness Guards and Campground Hosts. Additional training material needs to be developed for jobs that will be filled by volunteers. Planned training is not documented on existing Volunteer Agreements. Informal and formal training planned as a basic element of the Volunteer Agreement needs to be identified by the mid-management and supervisory levels as part of the process of selecting and assigning volunteers. The training and experience gained by the volunteer is a valuable asset for future job applications. Failure to properly train or document the work experience may lead to unsatisfactory performance. A reduction in the number of available volunteers may result if development opportunities are not provided.

The safety record of the volunteer program meets acceptable frequency standards. The required job hazard analysis and process to bring these items to the attention of the individual volunteers has been established by all levels of management. The supervisory level needs to ensure that the job hazard analysis data is used in conjunction with the project briefing. Safety instructions should be specific for each segment of the job. Failure of adequate instruction could result in an increased injury rate and unnecessary human suffering.

The control function of the volunteer program is the least documented aspect of the program. This is partly due to the basic objective of the volunteer program which is to support activities of other resource programs; therefore, the standards for the program are established by other resource areas and accomplished through the volunteer program.

From discussion with the mid-management and supervisory levels there is a clear understanding that the volunteer projects must meet standards of the resource area sponsoring the project. There is a lack of documentation that these project standards are clearly defined to the volunteers except in verbal instructions by the work supervisor. Development of project standards similar to those developed for trail work would be beneficial to individual workers and assist the work supervisor.

A project evaluation process has been established to obtain volunteer input on the project suitability and leadership. There is no documented process for evaluation of individual volunteers' work. However, the mid-manager and supervisor have taken action to terminate Volunteer Agreements when work performance was below acceptable standards.

The record keeping for individual volunteers is at a minimal level. The details regarding specific job expectations, stipend, planned training, experience gained, and similar details are often lacking in the official records.

The volunteer program has grown to a size where increased attention to the administrative details is required to prevent a loss of control over the standards and individual accountability. Failure to manage this area can result in increased administration costs and volunteer dissatisfaction if work agreements and supporting details are not well documented. The data indicates the District is addressing each of the ten motivational-maintenance factors of worker satisfaction at least in some manner.

The strongest support area of the maintenance factors is the high quality supervision provided at the mid-management and project supervisory levels. The District Coordinator and Work Supervisor have been extensively involved in the Human Resource programs for several years and for the full four years the District volunteer program has existed. Their leadership appears to be the single most important factor in the continued support by individual volunteers of the program.

The issue of "salary" or stipend is by National policy an area that must be addressed at the local level on an individual volunteer basis. All levels of program management have recognized this need and have taken steps to develop equitable solutions for the local volunteers.

The volunteer work force has been integrated into the total District program and there appears to be a harmonious working relationship between the majority of the volunteers and salaried employees. The conflicts that do develop are at a conceptual level and not directed toward individual workers.

Within the motivational factors the most developed element is in the area of special recognition for the volunteer work accomplished. Numerous methods of group and individual recognitions are made through letters of appreciation, certificates of appreciation, and media coverage. The achievement factor is met through project structuring which permits the completion of a segment of a project rather than just

one work element. An increasing variety of projects in all resource areas has been developed to make the work itself more interesting for returning volunteers. This structure also provides an opportunity to learn new skills or improve existing abilities.

The advancement factor is the least fulfilled aspect of the current volunteer program. Increased responsibilities are provided to returning volunteers who have demonstrated abilities. The only formal advancement factor available in the current District program is the official recognition of contributed work as fully creditable experience on job applications. Letters of reference and experience are provided for volunteers on an individual basis.

Recommendations

Based on the study findings the following recommendations are proposed to strengthen the District volunteer program.

1. Specific District goals and objectives should be developed for the volunteer program.
2. A prioritization and selection process needs to be developed to determine what projects will be accomplished through the volunteer program. This process should be functional for projects between and within each department.
3. Develop individual position descriptions, elements, and performance standards for salaried employees when the volunteer program activities exceed ten percent of the incumbent's total work time.
4. Determine the role and performance expectations for a District "volunteer" program coordinator and actively recruit to fill this position.

5. Develop a package of job descriptions for volunteer jobs that are routinely filled for extended periods by volunteers.
6. Provide an orientation package or formalized training opportunity for all volunteers who have planned periods of work that will exceed one month.
7. Review existing manual direction to ensure that adequate individual records are being maintained that note all details of the work agreement.
8. Develop and conduct a local volunteer "sensing" survey to determine how the volunteers feel the program can be improved.

The District volunteer program was developed in response to a need to accomplish vital work during a period of decreasing budgets and is supported by the willingness of a large number of interested volunteers to assist in the management of the National Forests. A well organized program was developed by the mid-management and supervisory levels with overall support and encouragement by management levels.

Since the initial program in 1980, the program's significance has changed and new demands are being placed on the volunteer program to be managed as a part of the basic structure of the Ranger District. Based on this study the eight recommendations should provide a means of defining this new volunteer program role and assist in maintaining a viable volunteer workforce.

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APPENDIX

| <u>Exhibit</u> | <u>Document</u> |
|----------------|---|
| A | Volunteer Accomplishment Comparison |
| B | District Volunteer Reports (FY 80 - 83) |
| C | Volunteers in the National Forest Act of 1972 |
| D | Recruitment Poster: Forest Volunteers |
| E | Recruitment Poster: Campground Host |
| F | Volunteer Recruitment Timeline |
| G | Volunteer Recruitment/Selection Process |
| H | Prospective Volunteer Registration |
| I | Job Description: Campground Host |
| J | Job Description: Winter Recreation Technician |
| K | Job Description: Trail Crewmember |
| L | Volunteer Availability Confirmation |
| M | Volunteer Work Assignment |
| N | Trail Maintenance Guidelines |
| O | Volunteer Evaluation Sheet |
| P | Volunteer Bill of Rights |

Exhibit A

Volunteer Accomplishment Comparison

VOLUNTEER ACCOMPLISHMENT COMPARISON

FY '81 (BASE YEAR) AND FY '83

| Forest | Person-Year Accomplishment | | Value of Work Accomplished | | Number of Volunteers | | % Minority Enrollment | | % Female Enrollment | |
|----------------------|----------------------------|--------|----------------------------|-------------|----------------------|--------|-----------------------|--------|---------------------|--------|
| | FY '81 | FY '83 | FY '81 | FY '83 | FY '81 | FY '83 | FY '81 | FY '83 | FY '81 | FY '83 |
| Colville | 0.41 | 5.25 | \$ 12,346 | \$ 52,723 | 27 | 47 | 7% | - | 22% | 51% |
| Deschutes | 2.76 | 34.17 | 26,655 | 287,883 | 33 | 418 | 6% | 6% | 36% | 44% |
| Fremont | 0.50 | 4.19 | 4,883 | 32,848 | not rptd. | 34 | - | 10% | - | 35% |
| Gifford Pinchot | 3.78 | 12.24 | 32,965 | 121,365 | 206 | 489 | 1% | 2% | 43% | 36% |
| Malheur | 0.42 | 3.50 | 6,308 | 46,499 | 6 | 57 | - | 2% | 33% | 44% |
| Mt. Baker-Snoqualmie | 10.93 | 24.23 | 88,380 | 396,565 | 1,162 | 1,237 | 7% | 3% | 37% | 31% |
| Mt. Hood | 15.00 | 27.96 | 149,329 | 377,751 | 677 | 1,366 | 4% | 7% | 46% | 36% |
| Ochoco | 1.08 | 4.27 | 9,452 | 47,676 | 5 | 54 | 20% | 2% | 40% | 59% |
| Okanogan | 1.40 | 4.31 | 18,325 | 53,173 | 59 | 255 | 2% | 10% | 32% | 39% |
| Olympic | not rptd. | 10.08 | 3,225 | 146,816 | 8 | 405 | - | 12% | 50% | 40% |
| Rogue River | 4.52 | 6.69 | 38,306 | 100,276 | 69 | 240 | - | 1% | 42% | 38% |
| Siskiyou | 1.10 | 6.74 | 9,261 | 68,665 | 32 | 156 | 3% | 3% | 47% | 29% |
| Siuslaw | 4.10 | 16.30 | 36,529 | 167,539 | 64 | 604 | 2% | 2% | 37% | 42% |
| Umatilla | 2.6 | 6.43 | 10,061 | 90,118 | 18 | 109 | - | 1% | 50% | 29% |
| Umpqua | not rptd. | 14.44 | 22,810 | 168,428 | 12 | 230 | 17% | 2% | 33% | 26% |
| Wallowa-Whitman | 6.98 | 19.47 | 94,470 | 250,000 | 45 | 165 | - | 4% | 58% | 44% |
| Wenatchee | 6.72 | 17.72 | 75,714 | 187,452 | 704 | 438 | - | 3% | 31% | 42% |
| Willamette | 17.00 | 20.20 | 172,638 | 247,281 | 183 | 405 | 4% | 4% | 34% | 42% |
| Winema | 0.19 | 4.12 | 1,880 | 50,025 | 1 | 47 | - | 15% | 100% | 26% |
| Regional Office | 0.00 | 6.0 | - | 123,312 | - | 67 | - | 15% | - | 49% |
| TOTAL | 79.49 | 248.31 | \$813,537 | \$3,016,395 | 3,311 | 6,823 | 4% | 5% | 38% | 37% |

Exhibit B

District Volunteer Reports (FY 80-83)

| | | | | |
|--|--|---|---|---------|
| USDA - Forest Service HUMAN RESOURCE PROGRAMS ACCOMPLISHMENT REPORT (Reference FSM 1800) Report No. FS-1800-AR | 1. Reporting Unit Zigzag Ranger District | 2. Program or Fiscal Year 80 | 3. Program Being Reported (in appropriate font): <input type="checkbox"/> YACC <input type="checkbox"/> YCC <input type="checkbox"/> Job Corps (by Center) <input type="checkbox"/> *SCSEP <input checked="" type="checkbox"/> *Volunteers <input type="checkbox"/> *Interns *Narrative required for these programs: also see back | |
| A. WORK ACCOMPLISHMENTS - Complete for each Program | | | | |
| Report Category | MIH Codes (Ref. FSM 1309.11) | Appropriated Value (Dollars) | Person Years SCSEP & Volunteers & Interns | |
| 1. Recreation | ABA | 13,911 | 2.84 | |
| 2. Fish and Wildlife Management | ABC | | | |
| 3. Range Management | ABD | | | |
| 4. Timber Management | ABE | | | |
| 5. Water and Soil | ABF and K | | | |
| 6. Facilities Construction (Off-Center or Camp) | L24 | | | |
| 7. Facilities Construction (On-Center or Camp) | None | | | |
| 8. Other Facilities | All other L | | | |
| 9. Protection | ABP | | | |
| 10. Research | | | | |
| 11. Administration (Defined on back) | | | | |
| 12. All Other (Defined on back) | | | | |
| 13. TOTAL | | 13,911 | 2.84 | |
| B. AGE DATA | | | | |
| a. SCSEP & VOLUNTEERS & HOSTED PROGRAMS ONLY | | | | |
| | Male | Female | Total | Percent |
| 1. Under 20 | 46 | 27 | 73 | 48.6 |
| 2. 20-54 | 43 | 27 | 70 | 46.6 |
| 3. 55 and above | 5 | 2 | 7 | 4.6 |
| 4. Total Participants | 94 | 56 | 150 | 99.8 |
| b. JOB CORPS ONLY | | | | |
| | Male | Female | Total | Percent |
| 1. 16-18 | | | | |
| 2. 19-21 | | | | |
| 3. Total Participants | | | | |
| C. RACIAL/ETHNIC DATA | | | | |
| | Male | Female | Total | Percent |
| 1. White (not Hispanic) | 105 | 39 | 144 | 96 |
| 2. Black (not Hispanic) | 1 | 1 | 2 | 1 |
| 3. Hispanic | 3 | 0 | 3 | 2 |
| 4. American Indian/ or Alaskan Native | | | | |
| 5. Asian or Pacific Islander | 1 | 0 | 1 | 1 |
| 6. Total Participants | 110 | 40 | 150 | 100 |
| D. OTHER DATA - Defined on back | | | | |
| JOB CORPS & SCSEP & HOSTED PROGRAM ONLY | | | | |
| | Male | Female | Total | |
| 1. Economically Disadvantaged | | | | |
| 2. Handicapped | | | | |
| 3. Placements | | | | |
| REMARKS Original report for FY80 on form 1800-9(9/75) by Wendy Evans. Data Transferred to new report form 2/84 by C. Smay. | | | | |

| | | | | |
|--|--|---|---|---------|
| USDA - Forest Service HUMAN RESOURCE PROGRAMS ACCOMPLISHMENT REPORT (Reference FSM 1800) Report No. FS-1800-AR | 1. Reporting Unit Zigzag Ranger District | 2. Program or Fiscal Year FY81 | 3. Program Being Reported (in appropriate font): <input type="checkbox"/> YACC <input type="checkbox"/> YCC <input type="checkbox"/> Job Corps (by Center) <input type="checkbox"/> *SCSEP <input checked="" type="checkbox"/> *Volunteers <input type="checkbox"/> *Interns *Narrative required for these programs: also see back | |
| A. WORK ACCOMPLISHMENTS - Complete for each Program | | | | |
| Report Category | MIH Codes (Ref. FSM 1309.11) | Appropriated Value (Dollars) | Person Years SCSEP & Volunteers & Interns | |
| 1. Recreation | ABA | 23,810 | 2.38 | |
| 2. Fish and Wildlife Management | ABC | | | |
| 3. Range Management | ABD | | | |
| 4. Timber Management | ABE | | | |
| 5. Water and Soil | ABF and K | | | |
| 6. Facilities Construction (Off-Center or Camp) | L24 | | | |
| 7. Facilities Construction (On-Center or Camp) | None | | | |
| 8. Other Facilities (trail maintenance) | All other L | 3,018 | .29 | |
| 9. Protection | ABP | | | |
| 10. Research | | | | |
| 11. Administration (Defined on back) | | | | |
| 12. All Other (Defined on back) | | 1,472 | .14 | |
| 13. TOTAL | | 28,300 | 2.81 | |
| B. AGE DATA | | | | |
| a. SCSEP & VOLUNTEERS & HOSTED PROGRAMS ONLY | | | | |
| | Male | Female | Total | Percent |
| 1. Under 20 | 173 | 164 | 337 | 75 |
| 2. 20-54 | 57 | 49 | 97 | 21 |
| 3. 55 and above | 8 | 9 | 17 | 4 |
| 4. Total Participants | 238 | 213 | 451 | 100 |
| b. JOB CORPS ONLY | | | | |
| | Male | Female | Total | Percent |
| 1. 16-18 | | | | |
| 2. 19-21 | | | | |
| 3. Total Participants | | | | |
| C. RACIAL/ETHNIC DATA | | | | |
| | Male | Female | Total | Percent |
| 1. White (not Hispanic) | 233 | 280 | 441 | 98 |
| 2. Black (not Hispanic) | 3 | 2 | 5 | 1 |
| 3. Hispanic | 3 | 2 | 5 | 1 |
| 4. American Indian/ or Alaskan Native | | | | |
| 5. Asian or Pacific Islander | | | | |
| 6. Total Participants | 239 | 212 | 415 | 100 |
| D. OTHER DATA - Defined on back | | | | |
| JOB CORPS & SCSEP & HOSTED PROGRAM ONLY | | | | |
| | Male | Female | Total | |
| 1. Economically Disadvantaged | | | | |
| 2. Handicapped | | | | |
| 3. Placements | | | | |
| REMARKS Data transferred from FY81 report form to new form 2/84 by C. Smay. | | | | |

| | | | |
|--|---|------------------------------|---|
| USDA - Forest Service HUMAN RESOURCE PROGRAMS ACCOMPLISHMENT REPORT (Reference FSM 1800) Report No. FS-1800-AR | 1. Reporting Unit ZIGZAG- RANGER DISTRICT | 2. Fiscal Year '82 | 3. Program Being Reported (Is appropriate?) <input type="checkbox"/> YACC <input type="checkbox"/> YCC <input type="checkbox"/> Job Corps (by Center) <input type="checkbox"/> *SCSEP <input checked="" type="checkbox"/> *Volunteers <input type="checkbox"/> *Honor. *Narrative required for these programs: show on back. |
|--|---|------------------------------|---|

A. WORK ACCOMPLISHMENTS - Complete for each Program

| Resource Category | MHH Codes (Ref. FSM 1309.11) | Appraised Value (Dollars) | Person Years (SCSEP & Volunteers & Honor.) |
|---|---------------------------------|------------------------------|---|
| 1. Recreation | ABA | 57,169 | 3,130 |
| 2. Fish and Wildlife Management | ABC | 4,017 | 160 |
| 3. Range Management | ABD | | |
| 4. Timber Management | ABE | 910 | 266 |
| 5. Water and Soil | ABF and K | | |
| 6. Facilities Construction (Off-Center or Camp) | L 24 | | |
| 7. Facilities Construction (On-Center or Camp) | None | | |
| 8. Other Facilities (Trails Maintenance) | AB other L | 23,321 | 1,590 |
| 9. Protection | AUF | 1,280 | 93 |
| 10. Research | | | |
| 11. Administration (Defined on back) | | 878 | 44 |
| 12. All Other (Defined on back) | | | |
| 13. TOTAL | | 87,575 | 5,283 |

B. AGE DATA

| a. SCSEP & VOLUNTEERS & HOSTED PROGRAMS ONLY | | | | | b. JOB CORPS ONLY | | | | |
|--|------|--------|-------|---------|-----------------------|------|--------|-------|---------|
| | Male | Female | Total | Percent | | Male | Female | Total | Percent |
| 1. Under 20 | 296 | 86 | 382 | 72 | 1. 15-18 | | | | |
| 2. 20-34 | 68 | 66 | 134 | 25 | 2. 19-21 | | | | |
| 3. 35 and above | 7 | 10 | 17 | 3 | 3. Total Participants | | | | |
| 4. Total Participants | 371 | 162 | 533 | 100 | | | | | |

C. RACIAL/ETHNIC DATA

| | Male | Female | Total | Percent | D. OTHER DATA - Defined on back | | | | |
|--------------------------------------|------|--------|-------|---------|---|------|--------|-------|--|
| | Male | Female | Total | Percent | JOB CORPS & SCSEP & HOSTED PROGRAM ONLY | | | | |
| 1. White (not Hispanic) | 360 | 159 | 519 | 97.40 | | Male | Female | Total | |
| 2. Black (not Hispanic) | 4 | | 4 | .75 | 1. Economically Disadvantaged | | | | |
| 3. Hispanic | 3 | | 3 | .56 | 2. Handicapped | | | | |
| 4. American Indian or Alaskan Native | 1 | | 1 | .18 | 3. Placements | | | | |
| 5. Asian or Pacific Islander | 5 | 1 | 6 | .93 | | | | | |
| 6. Total Participants | 371 | 160 | 533 | 100.00 | | | | | |

REMARKS

Prepared by: WENDY EVANS,
District Volunteer Coordinator

| | | | |
|--|---|---|---|
| USDA - Forest Service HUMAN RESOURCE PROGRAMS ACCOMPLISHMENT REPORT (Reference FSM 1800) Report No. FS-1800-AR | 1. Reporting Unit ZIGZAG- RANGER DISTRICT | 2. Program or Fiscal Year FY 83 | 3. Program Being Reported (Is appropriate?) <input type="checkbox"/> YACC <input type="checkbox"/> YCC <input type="checkbox"/> Job Corps (by Center) <input type="checkbox"/> *SCSEP <input checked="" type="checkbox"/> *Volunteers <input type="checkbox"/> *Honor. *Narrative required for these programs: show on back. |
|--|---|---|---|

A. WORK ACCOMPLISHMENTS - Complete for each Program

| Resource Category | MHH Codes (Ref. FSM 1309.11) | Appraised Value (Dollars) | Person Years (SCSEP & Volunteers & Honor.) |
|---|---------------------------------|------------------------------|---|
| 1. Recreation | ABA | 70,240.19 | 4,54 |
| 2. Fish and Wildlife Management | ABC | 1,391.00 | 52 |
| 3. Range Management | ABD | | |
| 4. Timber Management | ABE | 2,935.00 | 335 |
| 5. Water and Soil | ABF and K | | |
| 6. Facilities Construction (Off-Center or Camp) | L 24 | | |
| 7. Facilities Construction (On-Center or Camp) | None | | |
| 8. Other Facilities (Trails) | AB other L | 18,298.50 | 1,37 |
| 9. Protection | AUF | | |
| 10. Research | | | |
| 11. Administration (Defined on back) | | 3,368.32 | 258 |
| 12. All Other (Defined on back) | | | |
| 13. TOTAL | | 96,233.01 | 6,223 |

B. AGE DATA

| a. SCSEP & VOLUNTEERS & HOSTED PROGRAMS ONLY | | | | | b. JOB CORPS ONLY | | | | |
|--|------|--------|-------|---------|-----------------------|------|--------|-------|---------|
| | Male | Female | Total | Percent | | Male | Female | Total | Percent |
| 1. Under 20 | 253 | 87 | 340 | 49 | 1. 15-18 | | | | |
| 2. 20-34 | 172 | 144 | 316 | 46 | 2. 19-21 | | | | |
| 3. 35 and above | 16 | 18 | 34 | 5 | 3. Total Participants | | | | |
| 4. Total Participants | 441 | 249 | 690 | 100 | | | | | |

C. RACIAL/ETHNIC DATA

| | Male | Female | Total | Percent | D. OTHER DATA - Defined on back | | | | |
|--------------------------------------|------|--------|-------|---------|---|------|--------|-------|--|
| | Male | Female | Total | Percent | JOB CORPS & SCSEP & HOSTED PROGRAM ONLY | | | | |
| 1. White (not Hispanic) | 413 | 234 | 647 | 94 | | Male | Female | Total | |
| 2. Black (not Hispanic) | 5 | 3 | 8 | 1 | 1. Economically Disadvantaged | | | | |
| 3. Hispanic | 6 | 3 | 9 | 1 | 2. Handicapped | | | | |
| 4. American Indian or Alaskan Native | 8 | 2 | 10 | 2 | 3. Placements | | | | |
| 5. Asian or Pacific Islander | 9 | 7 | 16 | 2 | | | | | |
| 6. Total Participants | 441 | 249 | 690 | 100 | | | | | |

REMARKS

| | | | |
|---|---|------------------------------------|--|
| USDA - Forest Service HUMAN RESOURCE PROGRAMS ACCOMPLISHMENT REPORT <i>(Reference FSM 1800)</i> Report No. FS-1800-AR | 1. Reporting Unit Zigzag Ranger District | 2. Program or Fiscal Year 80 | 3. Program Being Reported (x appropriate box) <input type="checkbox"/> YACC <input type="checkbox"/> YCC <input type="checkbox"/> Job Corps (by Center) <input type="checkbox"/> *SCSEP <input checked="" type="checkbox"/> *Volunteers <input type="checkbox"/> *Hosted *Narrative required for these programs: also see back. |
|---|---|------------------------------------|--|

A. WORK ACCOMPLISHMENTS - Complete for each Program

| Resource Category | MIH Codes (Ref. FSH 1309.11) | Appraised Value (Dollars) | Person Years SCSLP & Volunteers & Hosted |
|---|---------------------------------|------------------------------|---|
| 1. Recreation | All A | 13,911 | 2.84 |
| 2. Fish and Wildlife Management | All C | | |
| 3. Range Management | All D | | |
| 4. Timber Management | All E | | |
| 5. Water and Soil | All F and K | | |
| 6. Facilities Construction (Off-Center or Camp) | L 24 | | |
| 7. Facilities Construction (On-Center or Camp) | None | | |
| 8. Other Facilities | All other L | | |
| 9. Protection | All P | | |
| 10. Research | | | |
| 11. Administration (Defined on back) | | | |
| 12. All Other (Defined on back) | | | |
| 13. TOTAL | | 13,911 | 2.84 |

B. AGE DATA

| a. SCSEP & VOLUNTEERS & HOSTED PROGRAMS ONLY | | | | | b. JOB CORPS ONLY | | | | |
|--|------|--------|-------|---------|-----------------------|------|--------|-------|---------|
| | Male | Female | Total | Percent | | Male | Female | Total | Percent |
| 1. Under 20 | 46 | 27 | 73 | 48.6 | 1. 16 - 18 | | | | |
| 2. 20 - 54 | 43 | 27 | 70 | 46.6 | 2. 19 - 21 | | | | |
| 3. 55 and above | 5 | 2 | 7 | 4.6 | 3. Total Participants | | | | |
| 4. Total Participants | 94 | 56 | 150 | 99.8 | | | | | |

C. RACIAL/ETHNIC DATA

D. OTHER DATA - Defined on back

| C. RACIAL/ETHNIC DATA | | | | | D. OTHER DATA - Defined on back | | | | |
|--|------|--------|-------|---------|---|------|--------|-------|--|
| | Male | Female | Total | Percent | JOB CORPS & SCSEP & HOSTED PROGRAM ONLY | | | | |
| 1. White (not Hispanic) | 105 | 39 | 144 | 96 | | Male | Female | Total | |
| 2. Black (not Hispanic) | 1 | 1 | 2 | 1 | 1. Economically Disadvantaged | | | | |
| 3. Hispanic | 3 | 0 | 3 | 2 | 2. Handicapped | | | | |
| 4. American Indian/ or Alaskan Native | | | | | 3. Placements | | | | |
| 5. Asian or Pacific Islander | 1 | 0 | 1 | 1 | | | | | |
| 6. Total Participants | 110 | 40 | 150 | 100 | | | | | |

REMARKS

Original report for FY80 on form 1800-9(9/75) by Wendy Evans.
 Data Transferred to new report form 2/84 by C. Smay.

| | | | |
|---|--|---|--|
| USDA - Forest Service HUMAN RESOURCE PROGRAMS ACCOMPLISHMENT REPORT <i>(Reference FSM 1800)</i> Report No. FS-1800-AR | 1. Reporting Unit Zigzag Ranger District | 2. Program or Fiscal Year FY81 | 3. Program Being Reported (x appropriate box): <input type="checkbox"/> YACC <input type="checkbox"/> YCC <input type="checkbox"/> Job Corps (by Center) <input type="checkbox"/> *SCSEP <input checked="" type="checkbox"/> *Volunteers <input type="checkbox"/> *Hosted <i>*Narrative required for these programs: also see back.</i> |
|---|--|---|--|

A. WORK ACCOMPLISHMENTS - Complete for each Program

| Resource Category | MHA Codes (Ref. FSH 1309.11) | Appraised Value (Dollars) | Person Years SCSLP & Volunteers & Hosted |
|---|---------------------------------|------------------------------|---|
| 1. Recreation | ALL A | 23,810 | 2.38 |
| 2. Fish and Wildlife Management | ALL C | | |
| 3. Range Management | ALL D | | |
| 4. Timber Management | ALL E | | |
| 5. Water and Soil | ALL F and K | | |
| 6. Facilities Construction (Off-Center or Camp) | L 24 | | |
| 7. Facilities Construction (On-Center or Camp) | None | | |
| 8. Other Facilities (trail maintenance) | All other L | 3,018 | .29 |
| 9. Protection | ALL P | | |
| 10. Research | | | |
| 11. Administration (Defined on back) | | | |
| 12. All Other (Defined on back) | | 1,472 | .14 |
| 13. TOTAL ➔ | | 28,300 | 2.81 |

B. AGE DATA

| a. SCSEP & VOLUNTEERS & HOSTED PROGRAMS ONLY | | | | | b. JOB CORPS ONLY | | | | |
|--|------|--------|-------|---------|-----------------------|------|--------|-------|---------|
| | Male | Female | Total | Percent | | Male | Female | Total | Percent |
| 1. Under 20 | 173 | 164 | 337 | 75 | 1. 16 - 18 ~ | | | | |
| 2. 20 - 54 | 57 | 49 | 97 | 21 | 2. 19 - 21 | | | | |
| 3. 55 and above | 8 | 9 | 17 | 4 | 3. Total Participants | | | | |
| 4. Total Participants | 238 | 213 | 451 | 100 | | | | | |

C. RACIAL/ETHNIC DATA

D. OTHER DATA - Defined on back

| C. RACIAL/ETHNIC DATA | | | | | D. OTHER DATA - Defined on back | | | | |
|--|------|--------|-------|---------|---|------|--------|-------|--|
| | Male | Female | Total | Percent | JOB CORPS & SCSEP & HOSTED PROGRAM ONLY | | | | |
| 1. White (not Hispanic) | 233 | 280 | 441 | 98 | | Male | Female | Total | |
| 2. Black (not Hispanic) | 3 | 2 | 5 | 1 | 1. Economically Disadvantaged | | | | |
| 3. Hispanic | 3 | 2 | 5 | 1 | 2. Handicapped | | | | |
| 4. American Indian/ or Alaskan Native | | | | | 3. Placements | | | | |
| 5. Asian or Pacific Islander | | | | | | | | | |
| 6. Total Participants | 239 | 212 | 415 | 100 | | | | | |

REMARKS

Data transfered from FY81 report form to new form 2/84 by C. Smay.

HUMAN RESOURCE PROGRAMS ACCOMPLISHMENT REPORT (Reference FSM 1800) Report No. FS-1800-AR

1. Reporting Unit

ZIGZAG
RANGER
DISTRICT2. Program or
Fiscal Year

'82

3. Program Being Reported (x appropriate box)

☐ YACC ☐ YCC ☐ Job Corps (by Center)
☐ *SCSEP ☒ *Volunteers ☐ *Hosted
 *Narrative required for these programs: please see back

A. WORK ACCOMPLISHMENTS - Complete for each Program

| Resource Category | MIH Codes (Ref. FSH 1309.11) | Appraised Value (Dollars) | Person Years SCSLP & Volunteers & Hosted |
|---|---------------------------------|------------------------------|---|
| 1. Recreation | All A | 57,169 | 3.130 |
| 2. Fish and Wildlife Management | All C | 4,017 | .160 |
| 3. Range Management | All D | | |
| 4. Timber Management | All E | 910 | .266 |
| 5. Water and Soil | All F and K | | |
| 6. Facilities Construction (Off-Center or Camp) | L 24 | | |
| 7. Facilities Construction (On-Center or Camp) | None | | |
| 8. Other Facilities (Trail Maintenance) | All other L | 23,321 | 1.590 |
| 9. Protection | All P | 1,280 | .093 |
| 10. Research | | | |
| 11. Administration (Defined on back) | | 878 | .044 |
| 12. All Other (Defined on back) | | | |
| 13. TOTAL | | 87,575 | 5.283 |

B. AGE DATA

a. SCSEP & VOLUNTEERS & HOSTED PROGRAMS ONLY

b. JOB CORPS ONLY

| | Male | Female | Total | Percent | | Male | Female | Total | Percent |
|-----------------------|------|--------|-------|---------|-----------------------|------|--------|-------|---------|
| 1. Under 20 | 296 | 86 | 382 | 72 | 1. 16 - 18 | | | | |
| 2. 20 - 34 | 68 | 66 | 134 | 25 | 2. 19 - 21 | | | | |
| 3. 35 and above | 7 | 10 | 17 | 3 | 3. Total Participants | | | | |
| 4. Total Participants | 371 | 162 | 533 | 100 | | | | | |

C. RACIAL/ETHNIC DATA

D. OTHER DATA - Defined on back

| | Male | Female | Total | Percent | JOB CORPS & SCSEP & HOSTED PROGRAM ONLY | | | | |
|--|------|--------|-------|---------|---|------|--------|-------|--|
| 1. White (not Hispanic) | 360 | 159 | 519 | 97.40 | | Male | Female | Total | |
| 2. Black (not Hispanic) | 4 | | 4 | .75 | 1. Economically Disadvantaged | | | | |
| 3. Hispanic | 3 | | 3 | .56 | 2. Handicapped | | | | |
| 4. American Indian/ or Alaskan Native | 1 | | 1 | .18 | 3. Placements | | | | |
| 5. Asian or Pacific Islander | 5 | 1 | 5 | .93 | | | | | |
| 6. Total Participants | 373 | 160 | 533 | 100.00 | | | | | |

REMARKS

Prepared by: WENDY EVANS,
District Volunteer Coordinator

| | | | |
|---|---|--|--|
| USDA - Forest Service HUMAN RESOURCE PROGRAMS ACCOMPLISHMENT REPORT <i>(Reference FSM 1800)</i> Report No. FS-1800-AR | 1. Reporting Unit ZIGZAG RANGER DISTRICT | 2. Program or Fiscal Year FY 83 | 3. Program Being Reported (x appropriate ix): <input type="checkbox"/> YACC <input type="checkbox"/> YCC <input type="checkbox"/> Job Corps (by Center) <input type="checkbox"/> *SCSEP <input checked="" type="checkbox"/> *Volunteers <input type="checkbox"/> *Hosted <small>*Narrative required for these programs: also see back.</small> |
|---|---|--|--|

A. WORK ACCOMPLISHMENTS - Complete for each Program

| Resource Category | MIH Codes (Ref. FSH 1309.11) | Appraised Value (Dollars) | Person Years SCSEP & Volunteers & Hosted |
|---|---------------------------------|------------------------------|---|
| 1. Recreation | AU A | 70,240.19 | 4.64 |
| 2. Fish and Wildlife Management | AU C | 1,391.00 | .12 |
| 3. Range Management | AU D | | |
| 4. Timber Management | AU E | 2,935.00 | .335 |
| 5. Water and Soil | All F and K | | |
| 6. Facilities Construction (Off-Center or Camp) | L 24 | | |
| 7. Facilities Construction (On-Center or Camp) | None | | |
| 8. Other Facilities (Trails) | All other L | 18,298.50 | 1.37 |
| 9. Protection | AU P | | |
| 10. Research | | | |
| 11. Administration (Defined on back) | | 3,368.32 | .258 |
| 12. All Other (Defined on back) | | | |
| 13. TOTAL ➔ | | 96,233.01 | 6.723 |

B. AGE DATA

| a. SCSEP & VOLUNTEERS & HOSTED PROGRAMS ONLY | | | | | b. JOB CORPS ONLY | | | | |
|--|------|--------|-------|---------|-----------------------|------|--------|-------|---------|
| | Male | Female | Total | Percent | | Male | Female | Total | Percent |
| 1. Under 20 | 253 | 87 | 340 | 49 | 1. 16 - 18 - | | | | |
| 2. 20 - 54 | 172 | 144 | 316 | 46 | 2. 19 - 21 | | | | |
| 3. 55 and above | 16 | 18 | 34 | 5 | 3. Total Participants | | | | |
| 4. Total Participants | 441 | 249 | 690 | 100 | | | | | |

C. RACIAL/ETHNIC DATA

D. OTHER DATA - Defined on back

| | Male | Female | Total | Percent | JOB CORPS & SCSEP & HOSTED PROGRAM ONLY | | | | |
|--|------|--------|-------|---------|---|------|--------|-------|--|
| 1. White (not Hispanic) | 413 | 234 | | 94 | | Male | Female | Total | |
| 2. Black (not Hispanic) | 5 | 3 | 8 | 1 | 1. Economically Disadvantaged | | | | |
| 3. Hispanic | 6 | 3 | 9 | 1 | 2. Handicapped | | | | |
| 4. American Indian/ or Alaskan Native | 8 | 2 | 10 | 2 | 3. Placements | | | | |
| 5. Asian or Pacific Islander | 9 | 7 | 16 | 2 | | | | | |
| 6. Total Participants | 441 | 249 | 690 | 100 | | | | | |

REMARKS

Exhibit C

Volunteer in the National Forest Act of 1972

Volunteers in the National Forests Act of 1972

- Act of May 18, 1972 (P.L. 92-300, 86 Stat. 147; 16 U.S.C. 558a(note), 558a-558d, 558d)

Sec. 1. The Secretary of Agriculture (hereinafter referred to as the "Secretary") is authorized to recruit, train, and accept without regard to the civil service classification laws, rules, or regulations the services of individuals without compensation as volunteers for or in aid of interpretive functions, visitor services, conservation measures and development, or other activities in and related to areas administered by the Secretary through the Forest Service. In carrying out this section, the Secretary shall consider referrals of prospective volunteers made by ACTION. (16 U.S.C. 558a)

Sec. 2. The Secretary is authorized to provide for incidental expenses, such as transportation, uniforms, lodging, and subsistence. (16 U.S.C. 558b)

Sec. 3. (a) Except as otherwise provided in this section, a volunteer shall not be deemed a Federal employee and shall not be subject to the provisions of law relating to Federal employment, including those relating to hours of work, rates of compensation, leave, unemployment compensation, and Federal employee benefits.

(b) For the purpose of the tort claim provisions of title 28 of the United States Code, a volunteer under this Act shall be considered a Federal employee.

(c) For the purposes of subchapter I of chapter 81 of title 5 of the United States Code, relating to compensation to Federal employees for work injuries, volunteers under this Act shall be deemed civil employees of the United States within the meaning of the term "employee" as defined in section 8101 of title 5, United States Code, and the provisions of that subchapter shall apply. (16 U.S.C. 558c)

Sec. 4. There are authorized to be appropriated such sums as may be necessary to carry out the provisions of this Act. (16 U.S.C. 558d)

Sec. 5. This Act may be cited as the "Volunteers in the National Forests Act of 1972". (16 U.S.C. 558a(note))

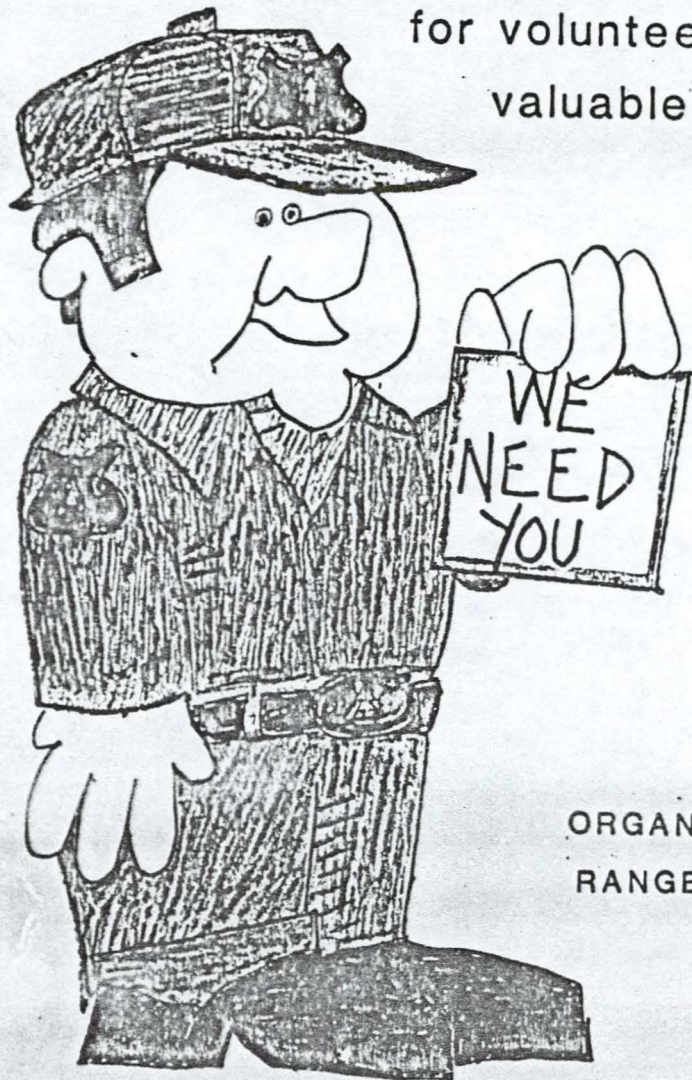
NOTE.--The Act of June 5, 1978, amended the original act to remove the \$100,000 authorization limit, effective October 1, 1978.

Exhibit D

Recruitment Poster: Forest Volunteers

WANTED: FOREST VOLUNTEERS

The U.S. Forest Service at Zigzag is looking for volunteers to help maintain the forest's valuable resources.



Projects range from planting trees and monitoring streams to brushing trails and maintaining campgrounds to giving tours and leading nature walks.

Transportation from the Ranger Station to the work sites will be provided. Volunteers will be supplied with training, equipment and a Forest Service crew leader.

INTERESTED INDIVIDUALS, GROUPS OR ORGANIZATIONS SHOULD CONTACT THE ZIGZAG RANGER STATION, ZIGZAG, OR. 97049 OR CALL 224-5243 OR 622-3191.

Exhibit E

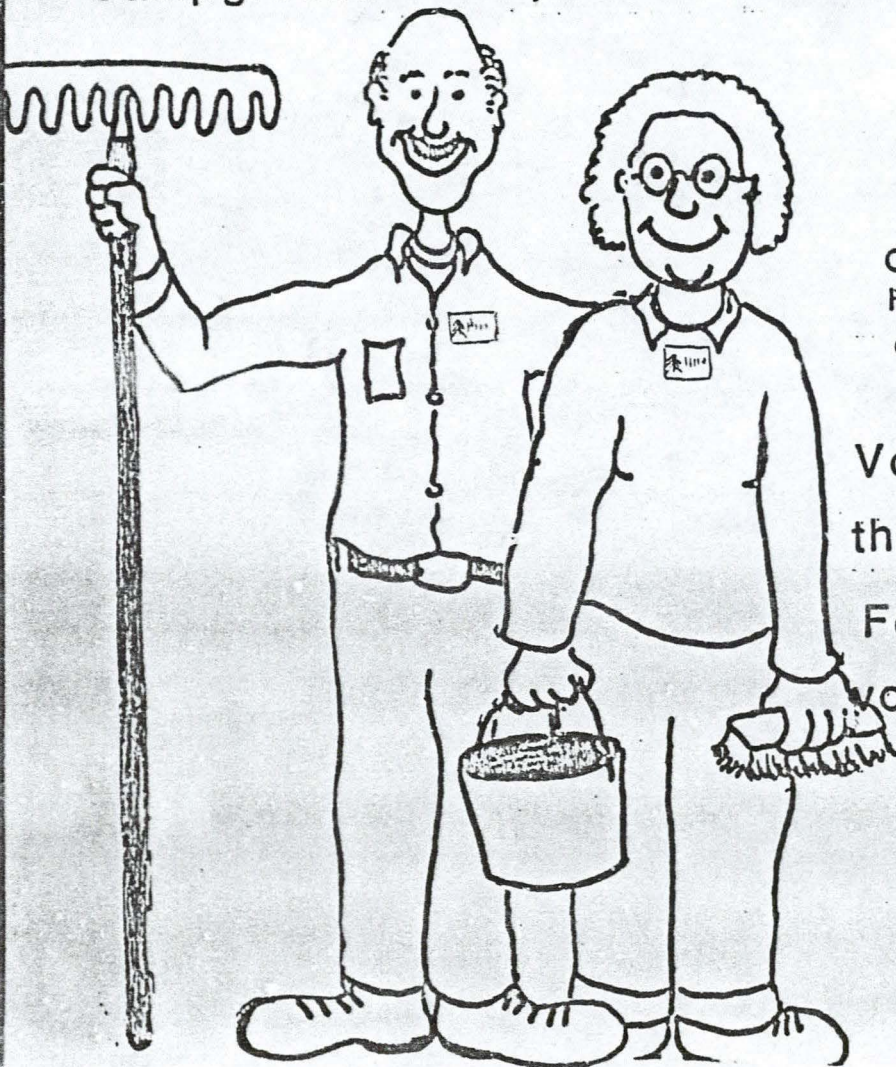
Recruitment Poster: Campground Host

WANTED: CAMPGROUND HOST

Would you like to spend one month or more in a National Forest campground?

Do you enjoy meeting and greeting other campers?

Campground Host positions are still available in the Zig Zag District



The role of the Host includes light maintenance, site cleaning, public information, and providing a "campground contact" for the Forest Service.

It does not include law enforcement or fee collecting.

Campsite, water, and garbage disposal will be provided. Hosts provide their own camping gear. There are no electrical or sewer hookups available.

Volunteer now for a special summer in the Mt Hood National Forest.

For more information on this and other volunteer opportunities, contact the

Volunteer Coordinator
Zigzag Ranger Station
Zigzag, OR 97049

(503) 622-3191

Exhibit F

Volunteer Recruitment Timeline



Re: 1830 Volunteers in the National Forest

Date January 4, 1984

Subject: FY 84 Volunteer Recruitment Timeline

To: Wendy Evans, Recreation Technician

This is the Volunteer Recruitment Timeline for the Recreation department for FY 84. This timeline should serve as a guide for future years.

Items with an asterix will be coordinated with the District Volunteer program.

Mailing lists and form letters are kept in notebook, additional information is in files.

Date
Accomplished

By October 1

Select Winter full time volunteers.

By October 15

Start Winter full time volunteers.

By January 15

Contact Clackamas Community Correction about community service volunteers for the winter.

Initial mailing to universities for summer full-time positions in cooperation with I.S. (ZZ & CG) and Recreation (CG).

Contact past weekend trail crew members about winter trail projects through March. (Mailing list in part-time section)

Mail public service announcements for B.S.A. projects at Tollgate. (Radio announcement in files)

Update Host application packets for Front Desk.

Volunteer Recruitment Timeline

By February 15

Contact elementary, high school, and university clubs/classes about spring and summer projects. (Update letter)

* Update application packets for hosts, full-time summer volunteers and trail crew positions for front desk.

Send "Adopt-a-" promotion packets to organizations. (Update letter)

Contact Scout troops about possible Eagle Scout projects, community service projects, and adopt-a-program.

* Initial mailing to universities for full time summer positions. (In notebook)

By March 15

* Contact Oregonian about feature story on winter volunteers - plug full-time summer opportunities.

* Send recruitment poster(s), cover letter, and job descriptions to stores and organizations. (Update)

* Send press releases to newspapers, magazines, radio stations, etc. about full-time, weekend, host, and "adopt-a" opportunities. (Public service announcements - written in files, need filling-in info.)

Contact past weekend trail condition reporters, work with front desk to erect display about reporting trail conditions.

Contact early season trail condition reporters, work with front desk to erect display about reporting trail conditions.

By April 15

* Second mailing to universities for full-time summer positions.

* Schedule one day at two universities to man an information desk about full-time volunteer opportunities.

Contact special interest organizations - i.e. Masons, carpenters' union, National Guard - about special summer volunteer opportunities.

By June 1

Post recruitment poster at trailheads.



By June 15

- _____ * Rerun news releases about weekend volunteer trail crew.
- _____ * Public service announcements
- _____ * Arrange for press coverage of volunteer projects.

By July 1

_____ Recruit volunteers to design and work at recruitment booth at REI and Oregon Mountain Community.

By July 15

- _____ * Arrange for further press coverage for weekend volunteer trail crew.
- _____ Continue use of promotional booth.
- _____ Contact Scout Troops about Eagle Scout projects, community service projects, and "adopt-a-program."

By September 1

- _____ Mail winter recruitment package for full-time volunteers to stores.
- _____ * News release to radios, newspapers, magazines, etc. for full-time winter volunteer positions.
- _____ Public service announcements about fall activities such as campground rehabilitation.

Sincerely,



LARRY ZIMMERMAN
Supervisory Recreation Technician

Exhibit G

Volunteer Recruitment/Selection Process

VOLUNTEER RECRUITMENT/SELECTION PROCESS ZIGZAG RANGER DISTRICT

Prepared by W. Evans 5/6/82

PHONE OR WRITTEN INQUIRY
ABOUT VOLUNTEER OPPORTUNITY
IN THE ZIGZAG DISTRICT

Should be
handled by

*Front desk at ZZ
Mel Loftus at S.O.
Wendy or Fran
(if necessary)

Who send
out

INFO PACKET CONSISTING OF
- cover letter
- Current listing of job opportunity
- ZZ's Volunteer Registration Form

*If front desk gets swamped and can't process the inquiry, a message should be taken and left for Fran or Wendy. At this stage phone calls, etc. should not be routinely referred to Wendy or Fran unless it is an unusual situation.

COMPLETED REGISTRATION
FORMS SHOULD BE ROUTED
DIRECTLY TO WENDY OR FRAN

Who

Review them within a day
and determine if they appear
to have appropriate skills
for jobs currently identified
on the District.

Skills can't
be currently used.

Skills can be
currently used.

*Refer same day to Mel Loftus,
Forest Coordinator
- Send letter to prospective
volunteer explaining referral
- Keep copy of Registration form
for future reference.

*Send Mel original registration form
*Refer to Supervisor/Contact person
of volunteer position to be filled.

+referral consists of original
registration form and referral
form (part of our tracking system)

SUPERVISOR Contacts prospective volunteer within 5 days. Makes selection within 14 days (if applicable). Returns original registration* and referral form to Wendy.

*For the duration of the season original Volunteer Registration Forms will be kept in working files - Recreation Warehouse. At the end of the season, they will be attached to the terminated agreement.

FOR SELECTED VOLUNTEERS Volunteer agreement is completed before volunteer starts work. The agreement with attached job description (if applicable) is filed under 1830 - Volunteers in the N.F. - (current year's agreements).

VOLUNTEER'S SUPERVISOR Needs to train, motivate, supervise, and evaluate volunteers in the same manner as employees. As with employees, volunteers need to be trained in safe working practices as outlined by Job Hazard Analysis and the Health and Safety Code. Needs to keep working record of days and hours worked by each volunteer. This will be attached to the terminated agreement at the season's end. These records are very important to protect the volunteer in case of a workman's comp claim, and for attainment and recognition purposes.

Exhibit H

Prospective Volunteer Registration

PROSPECTIVE VOLUNTEER REGISTRATION

NAME (PRINT - Last, First, Middle Initial) DATE OF BIRTH TELEPHONE NUMBER

ADDRESS (Street, City, State, Zip Code)

IF UNDER 18 YEARS OF AGE, GIVE NAME OF PARENT OR GUARDIAN

TELEPHONE NUMBER

ADDRESS (Street, City, State, Zip Code)

INDICATE LEVEL OF SCHOOLING COMPLETED:

Elementary School 1 2 3 4 5 6 7 8 High School 1 2 3 4 College 1 2 3 4

List special qualifications and skills, if any, in horticulture, agriculture, writing, engineering, illustrating, cartography, historical, interpretation, and labor:

List all training received, if any, including hours:

Briefly describe past and present paid and volunteer employment:

List interests and hobbies:

List volunteer work interests:

Describe any physical factors and/or limitations to be considered in volunteer project placement:

(continued on back)

Zigzag Ranger District is recruiting for a variety of volunteer positions. They vary from part-time or full time individual placement to crews tackling weekend projects. The crew projects are pre-scheduled and require physical labor in an outdoor setting. They include trail and campground maintenance and wildlife habitat site improvement.

The individual volunteer placements are varied and may require specific and technical skills and/or experience.

Please indicate availability preference. Circle one or more:

1. Occasional weekend or mid-week day projects.
2. Full time seasonal (40 hour work week for 1 to 5 months) Specify Season: _____
3. Part-time seasonal (under 40 hour work week for 1 to 5 months) Specify Season: _____
4. Full time permanent (40 hour work week for 5 to 12 months)
5. Part-time permanent (under 40 hour work week for 5 to 12 months)

Circle day(s) of week of availability and show hours:

| DAY: | SUNDAY | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY |
|--------|--------|--------|---------|-----------|----------|--------|----------|
| HOURS: | _____ | _____ | _____ | _____ | _____ | _____ | _____ |

DATE OF AVAILABILITY:

COMMENTS:

SIGNATURE

DATE

Doc. # 1785A

Lanagan 4/82

PROSPECTIVE VOLUNTEER REGISTRATION

NAME (PRINT - Last, First, Middle Initial),

DATE OF BIRTH

TELEPHONE NUMBER

ADDRESS (Street, City, State, Zip Code)

IF UNDER 18 YEARS OF AGE, GIVE NAME OF PARENT OR GUARDIAN

TELEPHONE NUMBER

ADDRESS (Street, City, State, Zip Code)

INDICATE LEVEL OF SCHOOLING COMPLETED:

Elementary School 1 2 3 4 5 6 7 8

High School 1 2 3 4

College 1 2 3 4

List special qualifications and skills, if any, in horticulture, agriculture, writing, engineering, illustrating, cartography, historical, interpretation, and labor:

List all training received, if any, including hours:

Briefly describe past and present paid and volunteer employment:

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Describe any physical factors and/or limitations to be considered in volunteer project placement:

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Circle day(s) of week of availability and show hours:

| | | | | | | | |
|--------|--------|--------|---------|-----------|----------|--------|----------|
| DAY: | SUNDAY | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY |
| HOURS: | _____ | _____ | _____ | _____ | _____ | _____ | _____ |

DATE OF AVAILABILITY: _____

COMMENTS: _____

SIGNATURE _____

DATE _____

Exhibit I

Job Description: Campground Host

UNITED STATES DEPARTMENT OF AGRICULTURE
FOREST SERVICE

Zigzag Ranger District
Mt. Hood National Forest
Zigzag, OR 97049



CAMPGROUND HOST EXPECTATIONS

Because the campground hosts are a reflection to the public of the U.S. Forest Service, we need to expect the following from our hosts in the campgrounds:

We want our hosts to:

- A. Become knowledgeable of recreation activities and facilities in our area. The information packet you will be given and the Zigzag Ranger Station will be helpful here.
- B. Become aware of campground rules and regulations and inform the public as needed. Report flagrant and repeated violators to the campground service personnel. Please do not attempt to enforce any regulations other than informing violators of their infractions.
- C. Maintain an appealing appearance in your person and your campsite. Often the public looks to you as models in your position as a liaison between the Forest Service and the public.
- D. Help us keep the campgrounds clean by performing light duties such as litter pickup, restroom sweeping, toilet paper replenishing and some site cleanup.
- E. Help us administer the Litter Incentive Program in the campgrounds.

Supplies you will be provided with:

toilet paper
plastic garbage bags
a broom
brochures

Other tools can be obtained for special projects.

5000-11 (1/78)

VOLUNTEER WINTER RECREATION TECHNICIAN

I. Introduction

The Volunteer Winter Recreation Technician positions are to be filled on the Zigzag Ranger District of the Mt. Hood National Forest. Winty miles of cross-country ski trails are to be maintained on this west side of Mt. Hood, along with other recreation oriented duties.

II. Supervision

The Recreation Technicians will be supervised by a Forest Service employee. After training, they may work alone or together with on-going supervision.

III. Availability

October 15 to November 15, is a flexible beginning date with April 1, as an also flexible ending date. Volunteers will be expected to work most weekends and holidays. Days off are generally mid-week. Work week will be 40 hours. Usually this will consist of four 10-hours days.

IV. Work Environment

- A large proportion of the work will be done outside in winter weather. There is exposure to extremes in precipitation and temperature. The job involves cross-country skiing with a moderately heavy pack. Wet snow mixed with rain is typical winter weather on Mt. Hood.

- V. 1. Performing cross-country ski trail maintenance such as:
 - a. Cutting and dispersing brush encroaching upon trail sides
 - b. Removing windfallen trees using chainsaw and/or handtools
 - c. Constructing and erecting trailhead boards
 - d. Signing trail routes
 - e. Maintaining snow bridges
2. Maintaining campground facilities
 - a. Constructing bulletin boards
 - b. Maintaining/constructing parking spurs, tent pads
3. Providing winter recreation information to the public
4. Dispatching for the Nordic Patrol and assisting in search and rescue

VI. The Forest Service will provide:

1. "Bunkhouse" style housing
2. Transportation from the Ranger Station to the worksite
3. A minimal compensation for food allowance: \$25 per week
4. Tools, skis, poles, parka, uniform, and pack

VII. Application Procedure

1. Contact Larry Zimmerman
Zigzag Ranger Station
Zigzag, Oregon 97049
503-622-3191
2. Application deadline October 15

UNITED STATES DEPARTMENT OF AGRICULTURE
FOREST SERVICE

Zigzag Ranger District
Mt. Hood National Forest
Zigzag, OR 97049



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Supplies you will be provided with:

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brochures

Other tools can be obtained for special projects.

Exhibit J

Job Description: Winter Recreation Technician

UNITED STATES DEPARTMENT OF AGRICULTURE
FOREST SERVICE

Zigzag Ranger District
Mt. Hood National Forest
Zigzag, OR 97049



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brochures

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Exhibit I

VOLUNTEER WINTER RECREATION TECHNICIAN

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Two Volunteer Winter Recreation Technician positions are to be filled on the Zigzag Ranger District of the Mt. Hood National Forest. Ninety miles of cross-country ski trails are to be maintained on this west side of Mt. Hood, along with other recreation oriented duties.

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III. Availability

October 15 to November 15, is a flexible beginning date with April 1, as an also flexible ending date. Volunteers will be expected to work most weekends and holidays. Days off are generally mid-week. Work week will be 40 hours. Usually this will consist of four 10-hours days.

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 - a. Constructing bulletin boards
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4. Dispatching for the Nordic Patrol and assisting in search and rescue

VI. The Forest Service will provide:

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4. Tools, skis, poles, parka, uniform, and pack

VII. Application Procedure

1. Contact Larry Zimmerman
Zigzag Ranger Station
Zigzag, Oregon 97049
503-622-3191
2. Application deadline October 15

Exhibit J

VOLUNTEER WINTER RECREATION TECHNICIAN

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- 2. Maintaining campground facilities
 - a. Constructing bulletin boards
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VI. The Forest Service will provide:

- 1. "Bunkhouse" style housing
- 2. Transportation from the Ranger Station to the worksite
- 3. A minimal compensation for food allowance: \$25 per week
- 4. Tools, skis, poles, parka, uniform, and pack

VII. Application Procedure

- 1. Contact Larry Zimmerman
Zigzag Ranger Station
Zigzag, Oregon 97049
503-622-3191
- 2. Application deadline October 15

Exhibit K

Job Description: Trail Crew Member



Form W 2320

VOLUNTEER TRAIL CREWMEMBER

I. Introduction:

One volunteer Trail Crewmember position is to be filled. Approximately 190 miles of trail are to be maintained on the Zigzag District of the Mt. Hood National Forest. This includes one National Recreation Trail and 20 miles of the Pacific Crest National Scenic Trail. Pack stock is generally not used for trail maintenance.

II. Supervision:

The Trail Crewmember will be supervised by a Forest Service employee. After receiving training, the crewmembers may work alone or with their supervisor.

III. Availability:

June 1 - September 15 are the ideal dates for which the Trail Crewmembers are needed. There is some degree of flexibility with the beginning and ending times. Volunteers will be expected to work most weekends and holidays. Normal days off are generally mid-week. Work week will be 40 hours, most likely four 10-hour days.

IV. Work Environment:

Trail Crewmembers work out on the trail 90% of the time. There is exposure to extremes in weather and temperature. Portions of the work will require camping out under primitive conditions for several days at a time. The job involves hiking extensive distances on steep terrain while carrying a heavy pack.

V. Job Duties:

1. Performing trail maintenance such as:
 - a. Removing windfallen trees by using chainsaw and/or handtools.
 - b. Cutting and dispersing brush encroaching upon trailsides.
 - c. Installing, repairing and cleaning drainage structures.
 - d. Improving trail tread through widening and/or removal of rock and landslides.
2. Supplementing the Wilderness Guards in public visitor contact such as communicating minimum impact philosophies and general Forest use information.

Volunteer Trail Crewmember (cont'd)

Page 2

VI. The Forest Service will provide:

1. "Bunkhouse" style housing.
2. Transportation from the Ranger Station to the worksite.
3. Medical compensation, if injured on the job.
4. Tools and the following camping equipment:

Tent
Stove
Sleeping bag
Backpack
Day pack
Flashlight
Cookset

5. A minimal compensation for a food allowance: \$30 per week.

VII. Application Procedures

1. Obtain Application for Temporary Employment (FS 6100-43) from the nearest Forest Service Office.
2. Complete and submit entire application by May 1st. Hiring decisions will be made by May 15th.
3. Submit applications to: Larry Zimmerman
Zigzag Ranger Station
Zigzag, Oregon 97049
(503)-622-3191



Exhibit L

Volunteer Availability Confirmation



United States
Department of
Agriculture

Forest
Service

Zigzag Ranger District
Zigzag, Oregon 97049

Reply to:

1830

Date:

Subject:

Volunteer Availability Confirmation

To:

Project Name:

Project Date:

Circle One: I will - will not - attend this project.

Project Name

Project Date:

Circle One: I will - will not - attend this project.

Project Name:

Project Date:

Circle One: I will - will not - attend this project.

Project Name

Project Date:

Circle One: I will - will not - attend this project.

Project Name:

Project Date:

Circle One: I will - will not - attend this project.

Project Name

Project Date:

Circle One: I will - will not - attend this project.

Signed _____

Please contact the Zigzag Ranger Station if your plans change from the above.
You may leave a message with the receptionist at Zigzag Ranger Station 224-5243.



Exhibit M

Volunteer Work Assignment

Volunteer Work Assignment

Project Description: Location, trail name, type of project. Use trail log.

Estimated crew person hours required:

Tools required:

Pulaski _____

Loppers _____

Hazel Hoe _____

Sven Saw _____

Cross-cut _____

Shovel _____

Brush tool _____

Other _____

Names of crew members:

Safety Factors:

Work Completed:

Crew hours spent:

Work to be done:

Crew person hours:

Project Evaluation:

1. Value to Volunteer 1 2 3 4 5 6 7 8 9 10
Comments:

2. Resource Value 1 2 3 4 5 6 7 8 9 10

Lanagan 9/81

Exhibit N

Trail Maintenance Guidelines

TRAIL MAINTENANCE GUIDELINES
for
Zigzag Resources Department
Volunteer Program

This information has been developed to assist groups and individuals volunteering to aid the Zigzag Ranger District on the Mt. Hood National Forest in trail maintenance. Maintenance rather than construction is emphasized in these guidelines, as it is the current main focus of the Volunteer Program. In addition, this information has been compiled to augment on-site tool, project, and safety orientations to be arranged between Volunteers and the Forest Service.

Covered by these guidelines are:

- 1) Brush Removal
- 2) Drainage Control
- 3) Log Removal
- 4) Tread Maintenance

TRAIL MAINTENANCE GUIDELINES

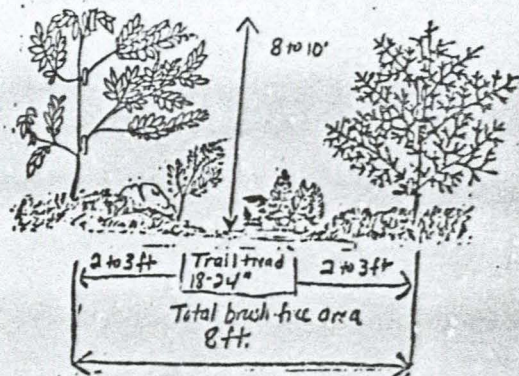
Brushing

One of the most frequently undertaken tasks of the trail crew is brushing. Without frequent brushing some of the trails could not stay open. It is important to follow the guidelines and do a thorough job that will last. Remember that in summer brush grows rapidly and can overtake your hard work before the season is even over. So, be conscientious and remember that brushing is no trails as crewcuts are to hairstyles.

A good means for basic criteria is to stand in the middle of the trail. Extend your arms sideways and overhead. Any brush that comes within 1 foot of your extended arms needs to be removed. On trails which receive horse and Nordic ski travel, brush should be removed to a height of 10 feet above the trail.

Here are some brushing pointers:

All brush and small trees 12 inches and taller should be pruned to ground level on 3 feet of either side of the trail tread. This clearance should extend above the trail for 8 to 10 feet. In other words, a brush free box will be created to allow hikers, horse riders, and for skiers to travel without impediment from wet or snowladen branches or vegetation.



all brush
should be
cut on
the dotted
line. =

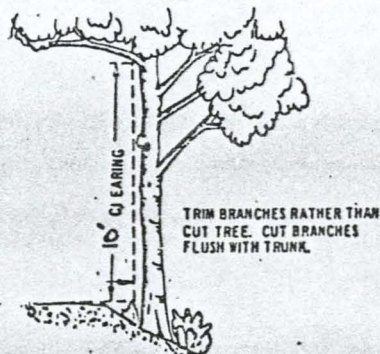
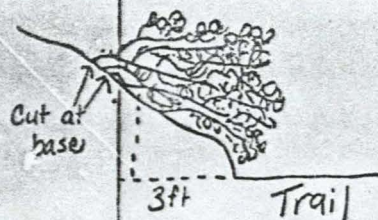
This means:

1. Cut out any small trees in the brush free area.
2. Cut any branches that protrude onto the brush free area. Cut branches flush against the tree trunk. Stubs are ugly and dangerous.
3. Trim protruding branches off of live trees when the trees are 4 inches or larger in diameter, rather than cutting the entire tree.
4. Cut brush which has grown to a height of more than 12 inches above the trail tread in the 3 foot side sections of the brush free area.

Brush means shrubs/huckleberry/vine maple and other plants with woody stems. Brush does not include beargrass, flowers and annuals unless they cover the trail so no tread is visible. In that case you need to pulaski a trail through it.

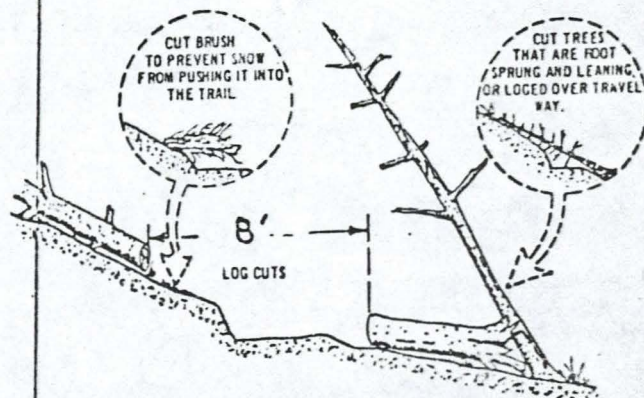
5. Be sure to cut all brush and limbs as close as possible to the point of origin. Don't just cut the protruding ends of branches and vegetation. Vine maple should be cut at the base of the plant because it multiplies at any point at which it is pruned.

Vine maple and alder



6. If the trail has an obvious uphill/downhill side, concentrate on the uphill side. This will force hikers to walk close to the inner edge and prevent erosion of the lower edge. However, do selective brushing of the lower edge; remove protruding branches and brush which extends into 1/2 or more of the trail. This exposes the berm, or soil build-up which hikers will be able to stomp back into the tread.

7. Logs and leaning trees should be removed from the trail. Logs need to be cut two to three feet back from each edge of the trail. (See diagram)



8. Pick up all branches, trees, and debris and scatter them clear of the trail. Piles should be avoided because they are unsightly and create a fire hazard. Downed trees are best dragged butt first until the top is 2 to 3 feet off the trail. Large limbs and small trees can be thrown clear of the trail, provided that they do not hang in the branches of shrubs and trees next to the trail or stick up butt first.
9. Check your work. See if the brush free box is created. If a complete job has been done, trail users will enjoy a non-impaired route, and this job will not have to be repeated in the next few seasons.

TRAIL MAINTENANCE GUIDELINES

Drainage Control

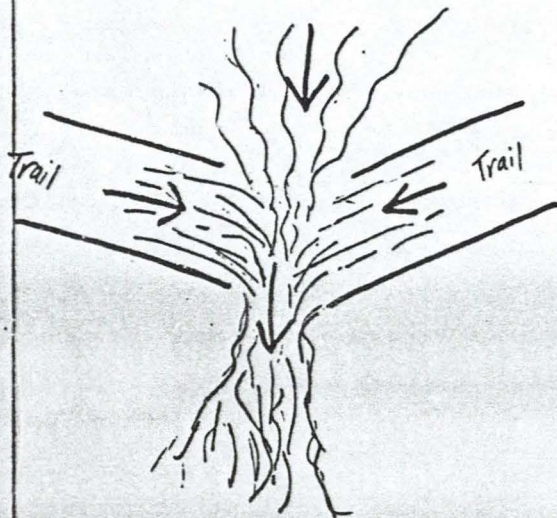
Objective

Surface water flowing on the trail is a cause for trail erosion and rutting. Waterbars, ditching, and dips are 3 drainage installations that need to be maintained. Streams which cross the trail also need to be properly channeled.

These instructions will deal with maintenance of already existing structures. Installment and replacement of drainage structures is more technical and will be dealt with in additional material.

I. Small Stream Crossings

The goal here is to force this water source to cross the trail in a concentrated area and run off the side slope. This is done by creating a broad "V" dip where the stream crosses the trail.



Method:

1. Clear the spillway of loose rocks and debris. You may have to dig out rocks, etc., that impedes the flow of water off the trail.

2. Dig/grade the trail where the stream crosses into a broad "V". Make the center of the "V" lower than sides. Make the "V" broad enough to catch and channel all rivulets and water flowing down the inner wall of the trail. This "V" may be as broad as 5 feet and should slope gently down to the center of the "V".

Shove loose and dislodged material from the "V" down the hill clear of the drainage area.

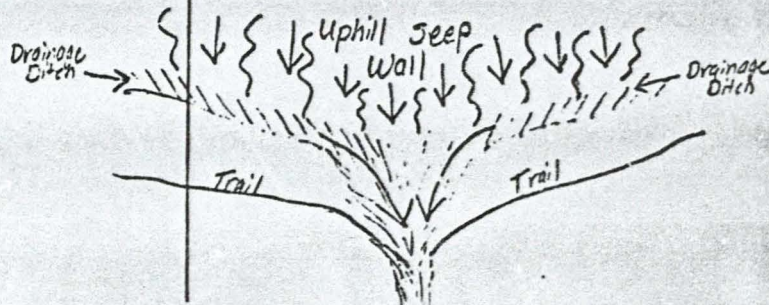
II. Seep Ditching

Objective:

To clean collection ditches which have been previously constructed along the inside trail wall, parallel to the trail. These ditches are employed where water seeps or runs extensively from the inside trail wall onto the trail or adjacent to small stream crossings.

Method:

1. Scoop out all loose debris.
2. Dig out sediment and mud.
3. Cut and clear out vegetation growing in the ditch.
4. Make sure the ditch will not overflow. Make the ditch deeper rather than to build up the sides; built-up sides will just erode with the running water.
5. Channel the ditch water across the trail and down the sidehill. Do this by digging a ditch or grading a dip across the trail at a low point. This may be at one end of the ditch, or two sections of the ditch may meet and drain together into a central dip or ditch.
6. The ditch should be built by pulling away the lowest point of the wet, inside wall where it meets the trail, rather than to dig up the trail. This helps to maintain the proper tread width of 18 to 24 inches. Ditch width will range from six to 10 inches.



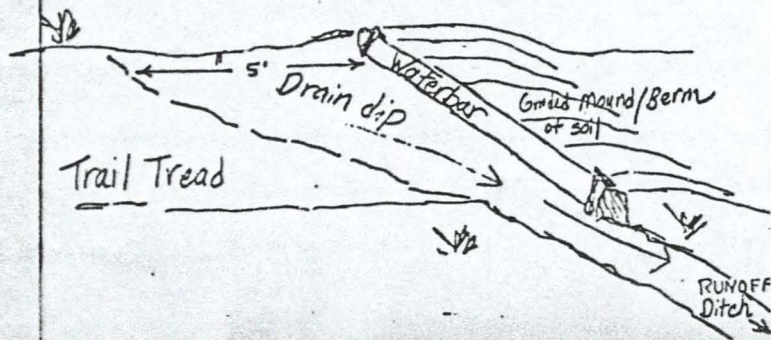
III. Waterbar/Drain Dip Cleaning

Objective

Waterbars and drain dips are used on sloped sections of trail. They catch the water as it begins to run down the trail, and divert it across the trail, so that it drains off the downhill trail edge out onto the sideslope.

Method

1. Locating existing waterbars and drain dips can be difficult if they are filled in with sediment and vegetation. It is important to carefully check the trail for signs of these structures and ditches running out onto the sidehill from them.
2. The water collection dips in front of waterbars should be dug out to $1/2$ the depth of the buried log, and then gradually graded back up the trail to the end of the 5' zone. See diagram.

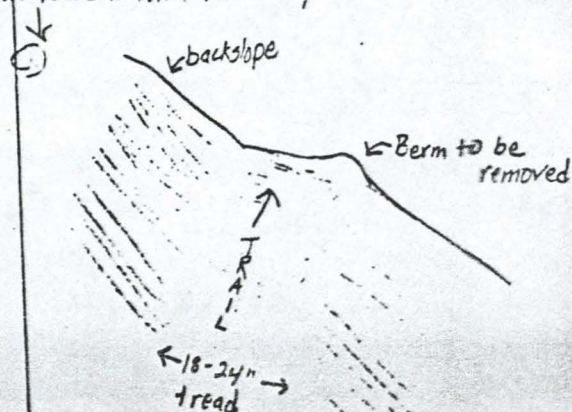


All dug out material should be placed on top of and in front of the log forming a graded berm.

3. A drain ditch needs to be constructed to channel the ditch run-off away from the trail. The ditch should be dug 2 shovel widths wide. It needs to extend down the downhill side of the trail far enough to allow the water to run-off on its own without obstruction.
4. All log debris needs to be cleaned out of the ditches. Chop and remove all ditch vegetation. Take special care to make sure that the end of the ditch is clear and that the ditch slopes downhill gradually and continually.
5. Drain dips are cleaned out to the same standard.

In summary, a properly maintained trail will be 18 to 24 inches in width. The tread will be nearly level with an absence of hazardous protruding roots and rocks. On trails with a side slope, the inside wall will be backsloped down to the trail tread.

remove loose material that may slide into trail



TRAIL MAINTENANCE GUIDELINES

Log Removal

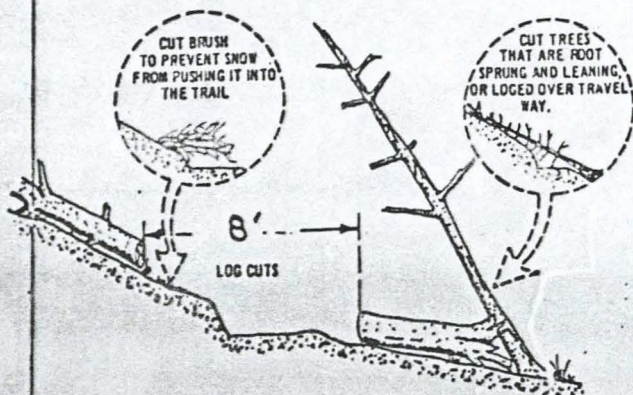
Removal of logs from trails is among first priorities in trail maintenance as logs not only impede travel, but also can cause erosion and other resource damage when people walk around the obstacle.

Objective

To remove all logs and root sprung or leaning trees within 2 feet from either edge of the trail up to a height of 8 to 10 feet above the trail tread, depending upon trail user class.

Specifications

1. Logs crossing on or above the trail need to be cut at a distance of 2 feet or more from the trail edges.



2. Cut sections should be moved to a distance of 2 feet on the downhill side of the trail to prevent them from rolling onto or being pushed onto the trail by snow. Keep removed logs clear of drainages on the downhill side of the trail.
3. Remove all limbs of fallen logs which may protrude into the 2 foot trailside boundary. Cut these branches flush with the log. Stubs are ugly and can create hazardous snags for packs and clothing. Disperse cut limbs away from the trail on the downhill side. Limb piles should be avoided because they are unsightly and create a fire hazard. Avoid blocking drainage structures on the downhill side of the trail with cut limbs.

TRAIL MAINTENANCE GUIDELINES

Tread Improvement

Tread width, levelness, and inside wall slope are 3 factors crucial to proper trail maintenance.

Objective

The final tread needs to be a flat 18 to 24 inches. This width ensures safe trail use for hikers and equestrians. On trails where there is a sideslope, the inside wall needs to be backsloped at an appropriate angle.

Specifics

Some roots and rocks pose a safety hazard as it is easy to trip over them. It is necessary to remove roots which protrude 2 inches or more above the trail tread. Rocks which protrude above the trail in a manner which pose a safety hazard also need to be removed. However, some careful analysis is necessary as some roots and rocks help control erosion by slowly moving runoff down the trail. Root and rock removal involves chopping, digging, and refilling.

Trails which traverse a slope need special attention towards levelness. If care is not taken, soil removed from the inside wall during construction and maintenance tends to be deposited on the outside of the tread, creating a berm. This berm obstructs the water from running freely off the trail and down the sideslope. Instead, it channels the run-off down the trail which causes erosion and can eventually turn the trail into a gully. For this reason, built-up berm may be pulled into the trail and stamped down, or it may be removed by pulling it off and down the trail outer side hill.

At the same time, a tread which slopes down to the outer edge too drastically will be worn away quickly by trail users. For this and safety reasons, trailbuilders should strive for a near-level which butts slightly outsloped to approximately 5°.

An inside wall which is cut at a 90° angle will quickly erode to a natural slope, and cave in on the trail. Also, an abrupt 90° side wall will impede clearance and force people to walk on the outside tread edge. This is quite destructive to the outer tread.

So, the inside wall needs to be backsloped down to the trail. The backslope may have to be begun at a height of 18" above the tread to achieve a slope that will withstand erosion and won't impede pack travel.

TRAIL MAINTENANCE GUIDELINES
for
Zigzag Resources Department
Volunteer Program

This information has been developed to assist groups and individuals volunteering to aid the Zigzag Ranger District on the Mt. Hood National Forest in trail maintenance. Maintenance rather than construction is emphasized in these guidelines, as it is the current main focus of the Volunteer Program. In addition, this information has been compiled to augment on-site tool, project, and safety orientations to be arranged between Volunteers and the Forest Service.

Covered by these guidelines are:

- 1) Brush Removal
- 2) Drainage Control
- 3) Log Removal
- 4) Tread Maintenance

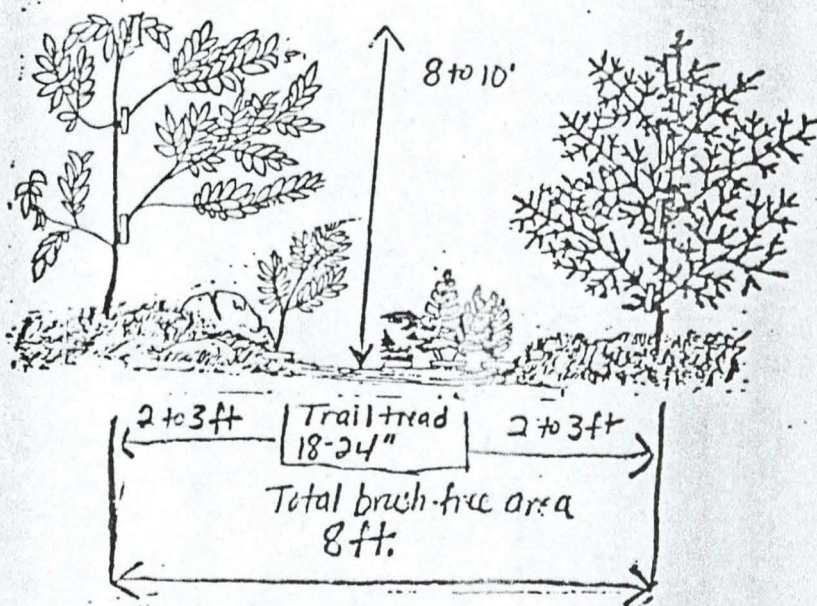
Brushing

One of the most frequently undertaken tasks of the trail crew is brushing. Without frequent brushing some of the trails could not stay open. It is important to follow the guidelines and do a thorough job that will last. Remember that in summer brush grows rapidly and can overtake your hard work before the season is even over. So, be conscientious and remember that brushing is to trails as crewcuts are to hairstyles.

A good means for basic criteria is to stand in the middle of the trail. Extend your arms sideways and overhead. Any brush that comes within 1 foot of your extended arms needs to be removed. On trails which receive horse and Nordic ski travel, brush should be removed to a height of 10 feet above the trail.

Here are some brushing pointers:

All brush and small trees 12 inches and taller should be pruned to ground level on 3 feet of either side of the trail tread. This clearance should extend above the trail for 8 to 10 feet. In other words, a brush free box will be created to allow hikers, horse riders, and for skiers to travel without impediment from wet or snowladen branches or vegetation.

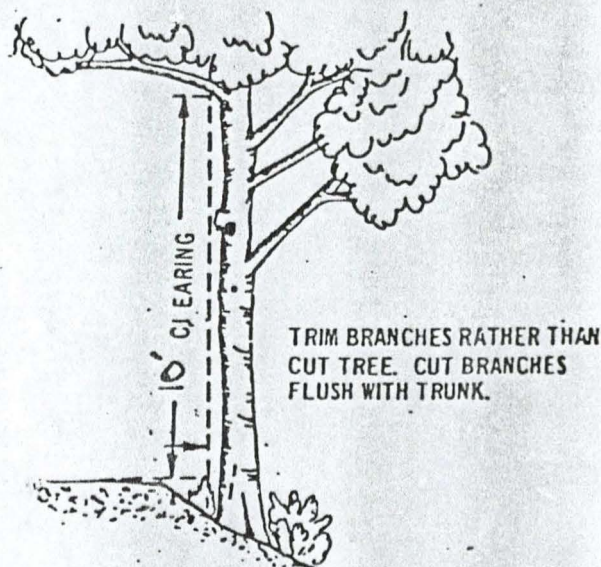
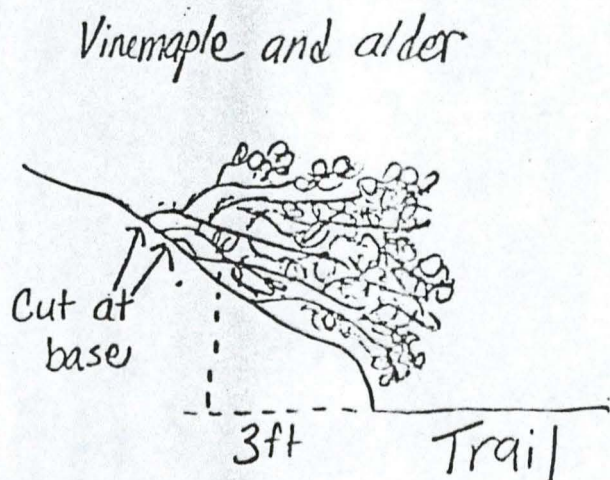


This means:

1. Cut out any small trees in the brush free area.
2. Cut any branches that protrude onto the brush free area. Cut branches flush against the tree trunk. Stubs are ugly and dangerous.
3. Trim protruding branches off of live trees when the trees are 4 inches or larger in diameter, rather than cutting the entire tree.
4. Cut brush which has grown to a height of more than 12 inches above the trail/tread in the 3 foot side sections of the brush free area.

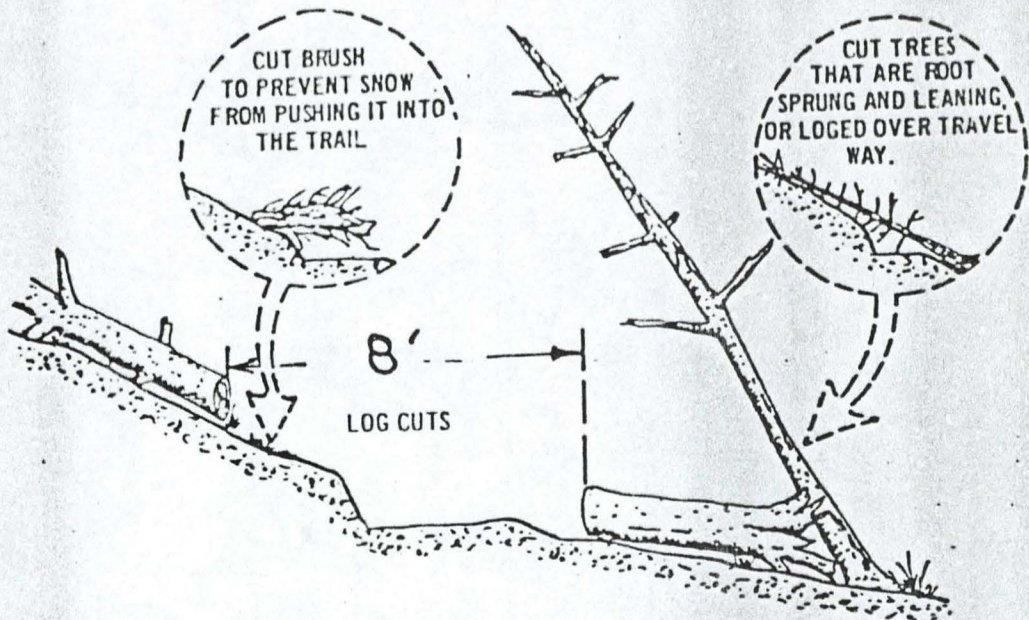
Brush means shrubs/huckleberry/vine maple and other plants with woody stems. Brush does not include beargrass, flowers and annuals unless they cover the trail so no tread is visible. In that case you need to pulaski a trail through it.

5. Be sure to cut all brush and limbs as close as possible to the point of origin. Don't just cut the protruding ends of branches and vegetation. Vine maple should be cut at the base of the plant because it multiplies at any point at which it is pruned.



6. If the trail has an obvious uphill/downhill side, concentrate on the uphill side. This will force hikers to walk close to the inner edge and prevent erosion of the lower edge. However, do selective brushing of the lower edge; remove protruding branches and brush which extends into 1/2 or more of the trail. This exposes the berm, or soil build-up which hikers will be able to stomp back into the tread.

7. Logs and leaning trees should be removed from the trail. Logs need to be cut two to three feet back from each edge of the trail.
(See diagram)



8. Pick up all branches, trees, and debris and scatter them clear of the trail. Piles should be avoided because they are unsightly and create a fire hazard. Downed trees are best dragged butt first until the top is 2 to 3 feet off the trail. Large limbs and small trees can be thrown clear of the trail, provided that they do not hang in the branches of shrubs and trees next to the trail or stick up butt first.
9. Check your work. See if the brush free box is created. If a complete job has been done, trail users will enjoy a non-impeded route, and this job will not have to be repeated in the next few seasons.

TRAIL MAINTENANCE GUIDELINES

Drainage Control

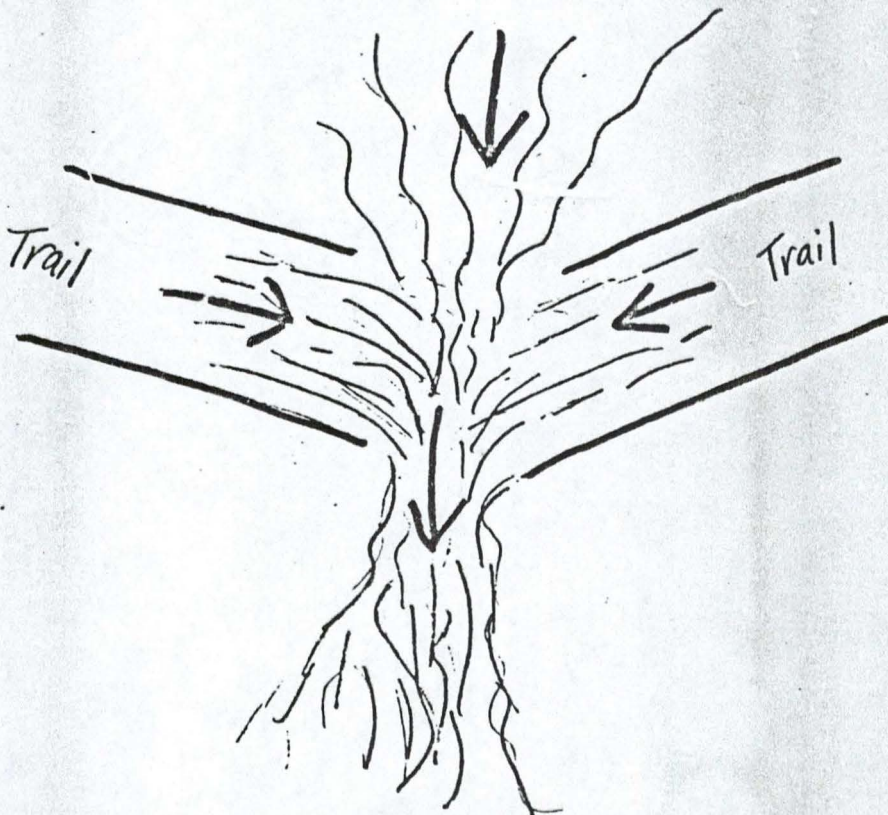
Objective

Surface water flowing on the trail is a cause for trail erosion and rutting. Waterbars, ditching, and dips are 3 drainage installations that need to be maintained. Streams which cross the trail also need to be properly channeled.

These instructions will deal with maintenance of already existing structures. Installment and replacement of drainage structures is more technical and will be dealt with in additional material.

I. Small Stream Crossings

The goal here is to force this water source to cross the trail in a concentrated area and run off the side slope. This is done by creating a broad "V" dip where the stream crosses the trail.



Method:

1. Clear the spillway of loose rocks and debris. You may have to dig out rocks, etc, that impedes the flow of water off the trail.

2. Dig/grade the trail where the stream crosses into a broad "V". Make the center of the "V" lower than sides. Make the "V" broad enough to catch and channel all rivulets and water flowing down the inner wall of the trail. This "V" may be as broad as 5 feet and should slope gently down to the center of the "V".

Shove loose and dislodged material from the "V" down the hill clear of the drainage area.

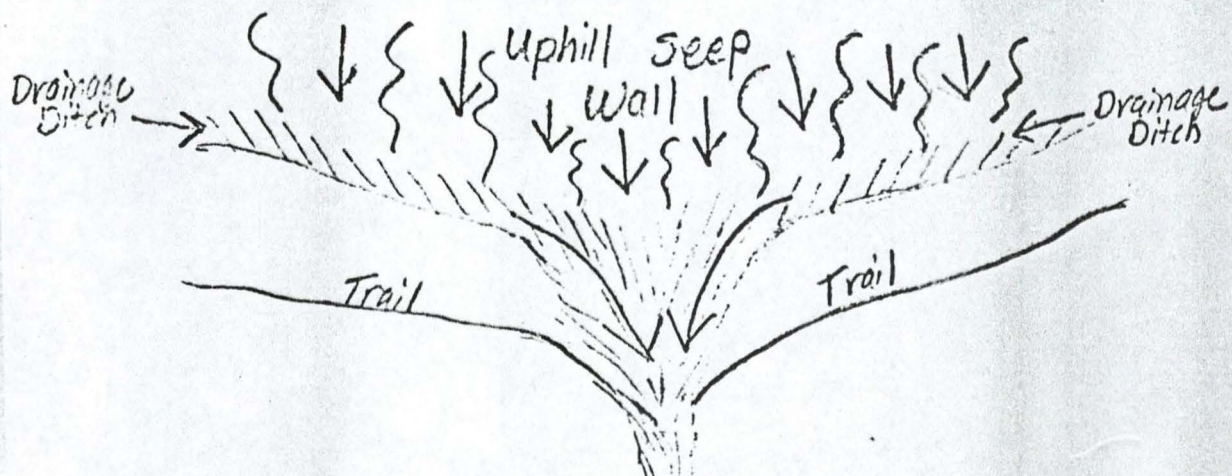
II. Seep Ditching

Objective:

To clean collection ditches which have been previously constructed along the inside trail wall, parallel to the trail. These ditches are employed where water seeps or runs extensively from the inside trail wall onto the trail or adjacent to small stream crossings.

Method:

1. Scoop out all loose debris.
2. Dig out sediment and mud.
3. Cut and clear out vegetation growing in the ditch.
4. Make sure the ditch will not overflow. Make the ditch deeper rather than to build up the sides; built-up sides will just erode with the running water.
5. Channel the ditch water across the trail and down the sidehill. Do this by digging a ditch or grading a dip across the trail at a low point. This may be at one end of the ditch, or two sections of the ditch may meet and drain together into a central dip or ditch.
6. The ditch should be built by pulling away the lowest point of the wet, inside wall where it meets the trail, rather than to dig up the trail. This helps to maintain the proper tread width of 18 to 24 inches. Ditch width will range from six to 10 inches.



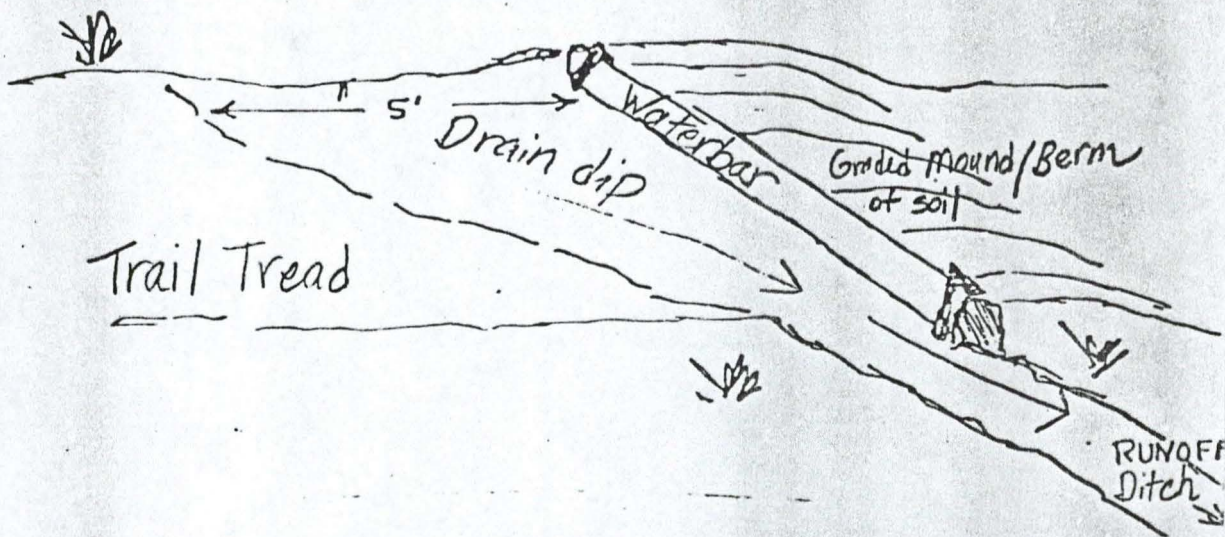
III. Waterbar/Drain Dip Cleaning

Objective

Waterbars and drain dips are used on sloped sections of trail. They catch the water as it begins to run down the trail, and divert it across the trail, so that it drains off the downhill trail edge out onto the sideslope.

Method

1. Locating existing waterbars and drain dips can be difficult if they are filled in with sediment and vegetation. It is important to carefully check the trail for signs of these structures and ditches running out onto the sidehill from them.
2. The water collection dips in front of waterbars should be dug out to $1/2$ the depth of the buried log, and then gradually graded back up the trail to the end of the 5' zone. See diagram.

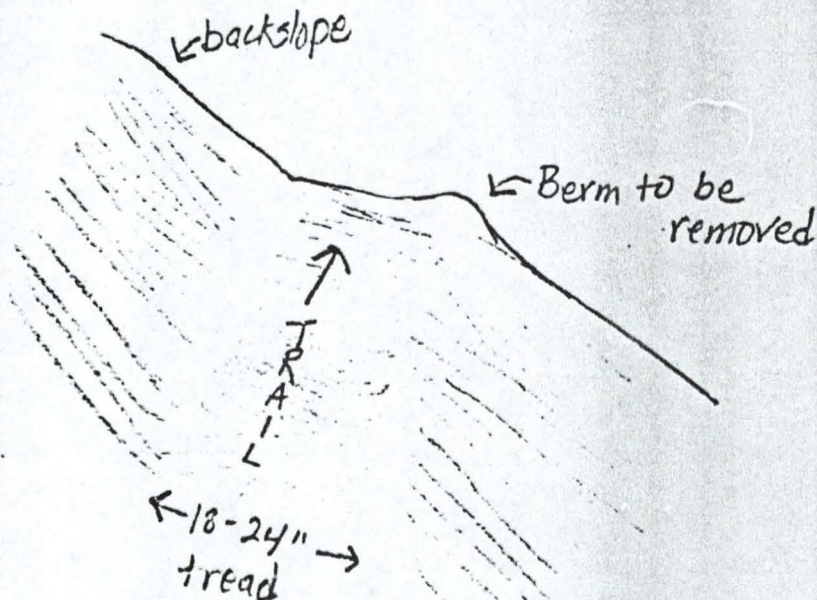


All dug out material should be placed on top of and in front of the log forming a graded berm.

3. A drain ditch needs to be constructed to channel the ditch run-off away from the trail. The ditch should be dug 2 shovel widths wide. It needs to extend down the downhill side of the trail far enough to allow the water to run-off on its own without obstruction.
4. All loose debris needs to be cleaned out of the ditches. Chop and remove all ditch vegetation. Take special care to make sure that the end of the ditch is clear and that the ditch slopes downhill gradually and continually.
5. Drain dips are cleaned out to the same standard.

In summary, a properly maintained trail will be 18 to 24 inches in width. The tread will be nearly level with an absence of hazardous protruding roots and rocks. On trails with a side slope, the inside wall will be backsloped down to the trail tread.

remove loose material that may slide into trail



TRAIL MAINTENANCE GUIDELINES

Log Removal

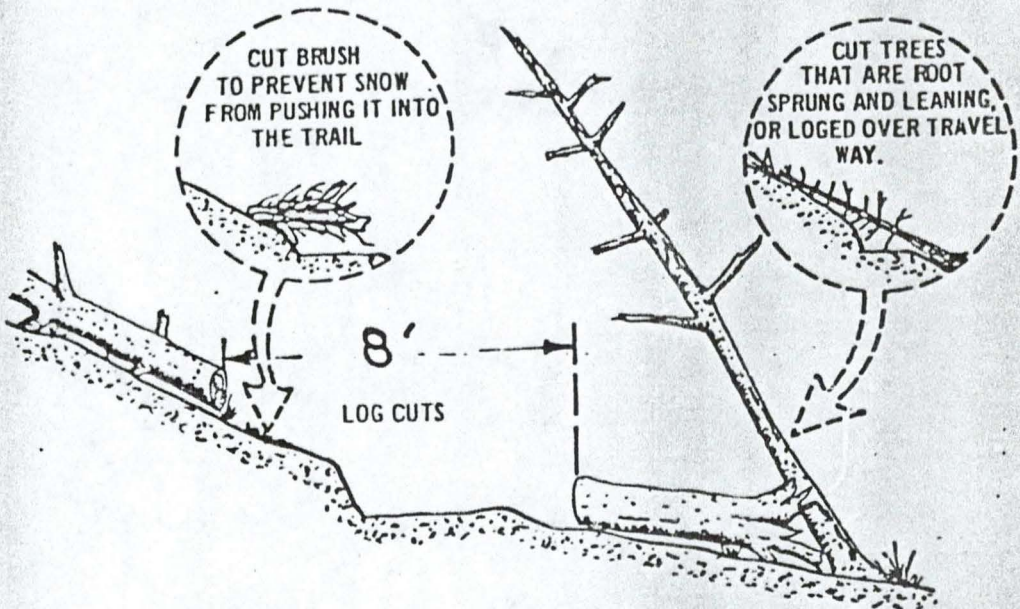
Removal of logs from trails is among first priorities in trail maintenance as logs not only impede travel, but also can cause erosion and other resource damage when people walk around the obstacle.

Objective

To remove all logs and root sprung or leaning trees within 2 feet from either edge of the trail up to a height of 8 to 10 feet above the trail tread, depending upon trail user class.

Specifics

1. Logs crossing on or above the trail need to be cut at a distance of 2 feet or more from the trail edges.



2. Cut sections should be moved to a distance of 2 feet on the downhill side of the trail to prevent them from rolling onto or being pushed onto the trail by snow. Keep removed logs clear of drainages on the downhill side of the trail.
3. Remove all limbs of fallen logs which may protrude into the 2 foot trailside boundary. Cut these branches flush with the log. Stubs are ugly and can create hazardous snags for packs and clothing. Disperse cut limbs away from the trail on the downhill side. Limb piles should be avoided because they are unsightly and create a fire hazard. Avoid blocking drainage structures on the downhill side of the trail with cut limbs.

TRAIL MAINTENANCE GUIDELINES

Tread Improvement

Tread width, levelness, and inside wall slope are 3 factors crucial to proper trail maintenance.

Objective

The final tread needs to be a flat 18 to 24 inches. This width ensures safe trail use for hikers and equestrians. On trails where there is a sideslope, the inside wall needs to be backsloped at an appropriate angle.

Specifics

Some roots and rocks pose a safety hazard as it is easy to trip over them. It is necessary to remove roots which protrude 2 inches or more above the trail tread. Rocks which protrude above the trail in a manner which pose a safety hazard also need to be removed. However, some careful analysis is necessary as some roots and rocks help control erosion by slowly moving runoff down the trail. Root and rock removal involves chopping, digging, and refilling.

Trails which traverse a slope need special attention towards levelness. If care is not taken, soil removed from the inside wall during construction and maintenance tends to be deposited on the outside of the tread, creating a berm. This berm obstructs the water from running freely off the trail and down the sideslope. Instead, it channels the run-off down the trail which causes erosion and can eventually turn the trail into a gully. For this reason, built-up berm may be pulled into the trail and stamped down, or it may be removed by pulling it off and down the trail outer side hill.

At the same time, a tread which slopes down to the outer edge too drastically will be worn away quickly by trail users. For this and safety reasons, trailbuilders should strive for a near-level which butts slightly outsloped to approximately 5°.

An inside wall which is cut at a 90° angle will quickly erode to a natural slope, and cave in on the trail. Also, an abrupt 90° side wall will impede clearance and force people to walk on the outside tread edge. This is quite destructive to the outer tread.

So, the inside wall needs to be backsloped down to the trail. The backslope may have to be begun at a height of 18" above the tread to achieve a slope that will withstand erosion and won't impede pack travel.

Exhibit 0
Volunteer Evaluation Sheet

VOLUNTEER EVALUATION

Please respond by placing an "x" on the sliding scale. Also, your comments will be greatly appreciated.

I. Training

- | | |
|--|-----------|
| a. Tool use explained and demonstrated | - _____ + |
| b. Project requirements explained | - _____ + |
| c. Safety aspects emphasized | - _____ + |
| d. <u>Comments:</u> Strengths and weaknesses | _____ |

II. Organization

- | | |
|---|-----------|
| a. Equipment distributed efficiently | - _____ + |
| b. Appropriate work load for people and time | - _____ + |
| c. Individuals utilized as a team | - _____ + |
| d. <u>Comments:</u> Strengths and weaknesses | _____ |

III. Leadership

- | | |
|--|-----------|
| a. Provided clear and helpful instructions | - _____ + |
| b. Expectations of volunteers appropriate | - _____ + |
| c. Open to suggestions | - _____ + |
| d. <u>Comments:</u> Strengths and weaknesses | _____ |

IV. Personal Assessment

- | | |
|---|-----------|
| a. Work experience value | - _____ + |
| b. Personal satisfaction | - _____ + |
| c. Value of work contribution | - _____ + |
| d. <u>Comments:</u> Strengths and weaknesses of the experience to yourself | _____ |

Exhibit P
Volunteer Bill of Rights

CODE OF RESPONSIBILITY FOR VOLUNTEERS

Be Sure: Look into your heart and know that you really want to help other people.

Be Convinced: Do not offer your services unless you believe in the value of what you are doing.

Accept the Rules: Don't criticize what you don't understand. There may be good reason.

Speak Up: Ask about things you don't understand. Don't coddle your doubts and frustrations until they drive you away, or turn you into a problem-worker.

Be Willing to Learn: Training is essential to any job well done.

Keep on Learning: Know all you can about your agency and your job.

Welcome Supervision: You will do a better job and enjoy it more if you are doing what is expected of you.

Be Dependable: Your word is your bond. Do what you have agreed to do. Don't make promises you can't keep.

Be a Team Player: Find a place for yourself **ON THE TEAM**. The lone operator is pretty much out of place in today's complex community.

BILL OF RIGHTS FOR VOLUNTEERS

The right to be treated as a co-worker... not just free help... not as a prima donna.

The right to a suitable assignment... with consideration for personal preference, temperament, life experience, education, and employment background.

The right to know as much about the agency as possible... its policies... its people... its programs.

The right to training for the job... thoughtfully planned and effectively presented training.

The right to continuing education on the job... as a follow-up to initial training... information about new developments... training for greater responsibility.

The right to sound guidance and direction... by someone who is experienced, patient, well-informed and who has the time to invest in giving guidance.

The right to promotion and a variety of experiences... through advancement to assignments of more responsibility... through transfer from one activity to another... through special assignment.

The right to be heard... to have a part in planning... to feel free to make suggestions... to have respect shown for an honest opinion.

The right to recognition... in the form of promotion... awards... through day-by-day expressions of appreciation... and by being treated as a bona fide co-worker.